Dr J Ives
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Our Ref
Your Ref

Date: 31 May 2023

Dear Councillor,

Finance and Management Committee

A Meeting of the **Finance and Management Committee** will be held at **Council Chamber**, Civic Offices, Civic Way, Swadlincote, DE11 0AH on **Thursday, 08 June 2023** at **18:00**. You are requested to attend.

Yours faithfully,

Chief Executive

To:-   **Labour Group**
Councillor Pearson (Chair), Councillor Singh (Vice-Chair)
Councillors Harrison, M Mulgrew, Rhind, Stuart, Taylor and N Tilley.

Conservative Group
Councillors Corbin, Fitzpatrick, Ford and Muller.

Our Environment | Our People | Our Future
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AGENDA

Open to Public and Press

1   Apologies and to note any Substitutes appointed for the Meeting.

2   To note any declarations of interest arising from any items on the Agenda

3   To receive any questions by members of the public pursuant to Council Procedure Rule No.10.

4   To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.

5   Reports of Overview and Scrutiny Committee.

6   CORPORATE PLAN 2020-24 PERFORMANCE REPORT 2022-2023 QUARTER 4 (1 APRIL TO 31 MARCH)   **4 - 53**

7   CONSULTATION OF CUSTOMER ACCESS STRATEGY 2023-2026   **54 - 83**

8   COMMITTEE WORK PROGRAMME   **84 - 85**

Exclusion of the Public and Press:

9   The Chair may therefore move:-

That in accordance with Section 100 (A)(4) of the Local Government Act 1972 (as amended) the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraph of Part I of the Schedule 12A of the Act indicated in the header to each report on the Agenda.

10   To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.

11   FORMER TENANT ARREARS WRITE OFF

12   WRITE OFF - COUNCIL TAX BUSINESS RATES BENEFIT OVERPAYMENT

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 6
DATE OF MEETING:	08 JUNE 2023	CATEGORY: DELEGATED
REPORT FROM:	LEADERSHIP TEAM	OPEN DOC:
MEMBERS' CONTACT POINT:	DR JUSTIN IVES (EXT. 5700) TRACY BINGHAM (EXT. 5811)	
SUBJECT:	CORPORATE PLAN 2020-24: PERFORMANCE REPORT (2022-2023 QUARTER 4– (1 APRIL TO 31 MARCH)	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

1.1 That the Committee approves progress against performance targets set out in the Corporate Plan 2020 - 2024.

1.2 That the Risk Register(s) for the Committee's services are reviewed.

2.0 Purpose of the Report

2.1 To report progress against the Corporate Plan under the priorities of Our Environment, Our People and Our Future.

3.0 Executive summary

3.1 The Corporate Plan 2020 – 2024 was approved following extensive consultation into South Derbyshire's needs, categorising them under three key priorities: Our Environment, Our People and Our Future. The Corporate Plan is central to the Council's work – it sets out its values and vision for South Derbyshire and defines its priorities for delivering high-quality services.

3.2 This Committee is responsible for overseeing the delivery of the key priorities and the following key aims:

Our People
- *Supporting and safeguarding the most vulnerable*
- *Deliver excellent services*

Our Future
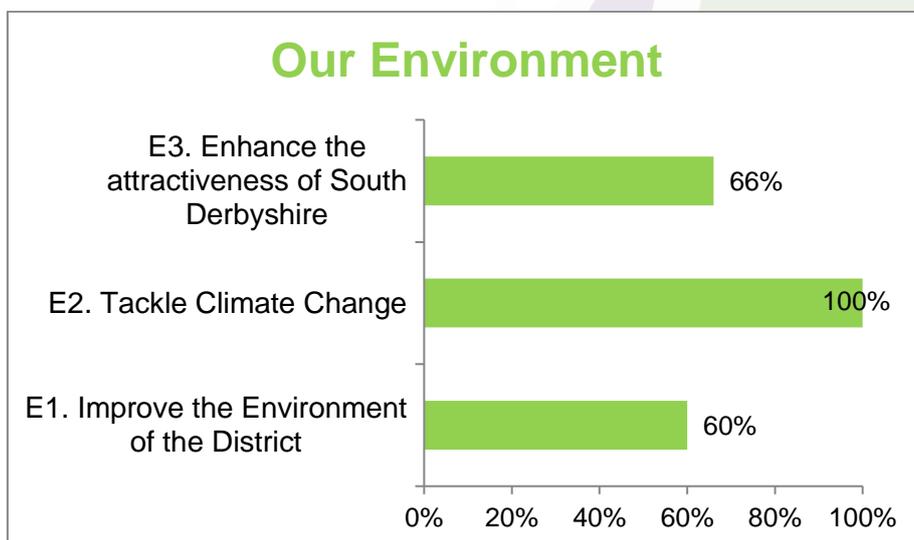- *Transforming the Council*

4.0   Performance Detail

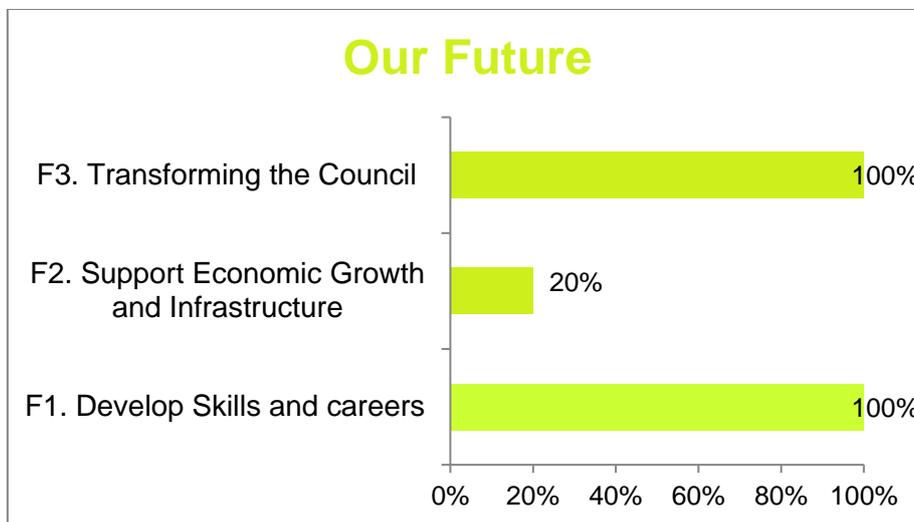4.1   Overall Council performance against the priorities– Quarter four 2022-2023.

The below chart provides an overview for the percentage of measures that are on track to achieve the annual target.

Our Priorities

Priority	Percentage
Our Environment	70%
Our People	88%
Our Future	50%
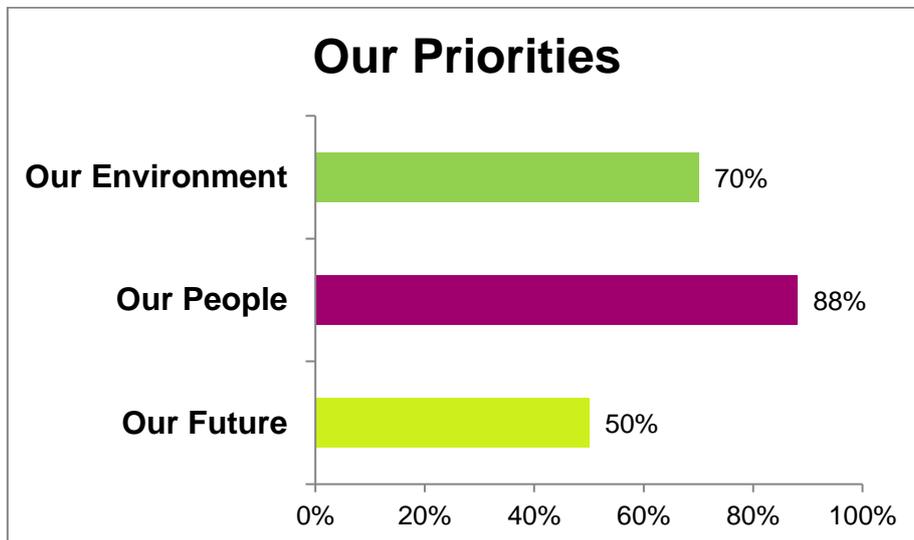
4.2   Overall Council performance against key aims – Quarter four, 2022-2023.

The below charts provide an overview for the percentage of measures that are on track to achieve the annual target within each key aim of the Corporate Plan.

Our Environment

Key Aim	Percentage
E3. Enhance the attractiveness of South Derbyshire	66%
E2. Tackle Climate Change	100%
E1. Improve the Environment of the District	60%

Our People

P3. Delivery Excellent Services — 100%

P2. Supporting and Safeguarding the most Vulnerable — 71%

P1. Engage with our Communities — 100%

(axis: 10% — 50% — 90%)

Our Future

F3. Transforming the Council — 100%

F2. Support Economic Growth and Infrastructure — 20%

F1. Develop Skills and careers — 100%

(axis: 0% — 20% — 40% — 60% — 80% — 100%)

4.3   Of the 35 measures which support the progress of the Corporate Plan 20-24, 23 are green, zero are amber, nine are red and three are grey.

Overall, 74% of the key aims within the Corporate Plan are on track. As at quarter four, 70% of indictors are on track for Our Environment, 88% are on track for Our People and 50% are on track for Our Future.

4.4   This Committee is responsible for overseeing the delivery of eleven Corporate measures.

Below outlines the 11 (100%) measures for this Committee that are on track (green, or grey) for the quarter:

- Develop and deliver the Public Buildings programme over four years.
- Increase the number of customers who interact digitally as a first choice.
- Reduce face-to-face contact to allow more time to support those customers who need additional support.
- Number of customer telephone calls answered by Customer Service.

- Increase digital engagement (Twitter, Instagram, Facebook.)
- Increase the level of staff engagement.
- Average number of staff days lost due to sickness.
- The Council has a positive health and safety culture.
- Deliver against the Transformation Action Plan.
- Develop our approach towards the commercialisation of services.
- Number of apprenticeships.

4.5   There are no (0%) measures for this Committee that are not on track (red) for the quarter.

For more detailed information please refer to **Appendix B**, Performance Measure Report Index.

There have been a lot of successes over the past year, and these should be recognised. Below outlines key successes linked to the priorities and key aims this Committee is responsible for overseeing:

<u>Our People</u>
<u>P3.4B Number of apprenticeships</u>

- ✓ Over the year the Council has supported nine employees through the apprenticeship scheme compared to six in the previous year. This includes a placement for a HGV Mechanic apprentice on a rolling annual basis to increase resilience in this area.
- ✓ Of these four have completed their apprenticeship and all have secured permanent employment with the Council.
- ✓ The amount claimed back from the apprenticeship levy was £20,861 compared to £15,746 in the previous year.
- ✓ In addition, placements have been arranged for a T-Level student and work experience placements arranged for local school children and students.
- ✓ The Apprenticeship Scheme is regularly promoted across the Council including a campaign to support the National Apprenticeship Week.

<u>P3.4C – Average number of staff days lost due to sickness.</u>

- ✓ Sickness absence has reduced by 8% when compared to the previous year.
- ✓ Monthly reports have been completed highlighting trends in absence data and actions to address performance levels.
- ✓ Increased the number of trained mental health first aiders including staff working in front line worker locations.
- ✓ Provided mandatory training for managers in attendance management and for all employees in stress awareness, building resilience and health and wellbeing along with supporting eLearning resources.
- ✓ Provided ongoing support for managers and Heads of Service to progress cases in line with the Attendance Management Procedure.

P3.4D - % of employees that consider the Council has a positive health and safety culture.

- ✓ Ongoing review of the corporate risk assessments has been completed to provide the Council with action plans and control measures to support the local and national recovery from COVID-19. This includes dedicated resources on webpages to keep employees, Elected Members, residents, businesses and customers informed of the changes to services as well as support available within the District and nationally.
- ✓ Supported the implementation of CO2 monitoring devices in work areas to monitor levels of ventilation and advice on how to ensure appropriate levels are maintained.
- ✓ Delivered a range of health and well-being initiatives to support employees working remotely and to raise awareness of mental health conditions in themselves and others.
- ✓ Continued the support provided to existing and new employees in the provision of DSE and workstation assessments that enable them to work at different locations whilst providing services for customers.
- ✓ Reviewed the allocation of lone worker devices (SoloProtect) and continued with providing assistance and guidance for employees that are designated as lone workers or at greater risk of person harm whilst at work.
- ✓ Provided mandatory health and safety training for employees, along with additional sessions for front line workers in COSHH, manual handling, reversing assistance and dynamic risk assessment.

P3.3 Ensuring technology enables us to effectively connect with our communities.

- ✓ Since the introduction of enhanced telephone queue line technology the call abandonment rate has dropped by 78% comparing Q4 2021/22 with Q4 22/23.

Our Future
F3.1A Deliver against the Transformation Action Plan

- ✓ Successful upgrade and migration of Housing Management System to supplier hosted environment.
- ✓ Development of a Tenant Portal to provide a digital self-service access channel available 24/7.
- ✓ Customer Access Strategy has been drafted along with a public consultation plan.
- ✓ Successfully procured a corporate digital platform to perform various tasks such as web forms, booking services and online payments. The system has provided two areas support already and has further development in next year's transformation programme. Areas benefiting so far include customer services, Licencing and Operational Services.
- ✓ Market evaluation and procurement of Fleet Management system for the Depot. Safety checks will take place via a tablet before driving, with ad-hoc issues reported to the workshop in advance of the vehicle presenting to allow time for parts ordering. The system also automates regular service scheduling and MOTs.
- ✓ Planning service review into people, process and technology engaged in development management. Report and action plan has highlighted several areas for immediate improvements as well as key work to be undertaken.

4.6   An overview of performance can be found in the Performance Dashboard in **Appendix A**. A detailed update of the quarterly outturn of each performance measure including actions to sustain or improve performance is included in the detailed Performance Measure Report Index in **Appendix B.**

4.7   Questions regarding performance are welcomed from the Committee in relation to the Corporate performance measures that fall under its responsibility and are referenced in the detailed Performance Measure Report Index in **Appendix B**

5.0   Financial and Implications

        None directly.

6.0   Corporate Implications

6.1   Employment Implications

        None directly.

6.2   Legal Implications

        None directly.

6.3   Corporate Plan Implications

        This report updates the Committee on the progress against the key measures agreed in the Corporate Plan and demonstrates how the Council's key aims under the priorities, Our Environment, Our People and Our Future contribute to that aspiration.

6.4   Risk Impact

        The Risk Register for the Committee's services is detailed in **Appendix C** Chief Executive Risk Register and **Appendix D** Corporate Risk Register. This includes the register, risk mitigation plans and any further actions for the relevant departmental risks. Each risk has been identified and assessed against the Corporate Plan aims which are considered to be the most significant risks to the Council in achieving its main objectives. The Risk Register details a risk matrix to summarise how each identified risk has been rated.

        The following risks have been updated for quarter four in the Corporate Risk Register:

- *CR1 - Universal Credit (UC).* The mitigating actions updated to confirm the Customer Services Advisor position has been filled and is due to start early April 23.
- *CR16 - Business Continuity.* Further actions updated to remove the accommodation review and the mitigating actions have been updated to confirm reports were submitted to F&M Committee in January and February about flexible working.

- *CR17* – Capacity and Resilience. The mitigating actions have been updated to advise a Market Supplement Policy and Procedure is to be progressed and a separate report on the continuation of additional payment for HGV drivers and mechanics was approved by Committee in October 2022 and March 2023. The job evaluation scheme is due to be reviewed.
- *CR21 - Managing the environmental impact of incidents across the district.* Further actions updated to confirm a review of the Local Resilience Forum during 2023 could require change to the local emergency management arrangements.
- *CR22 – Climate Emergency.* Further actions updated in relations to the bids made in quarter 3. The bid to decarbonise Civic Way offices was rejected. Funding bid for social housing was approved. Funding bid for private sector housing not yet announced.
- *CR26 – Supply Chain.* (Operational Services update) Mitigating actions have been updated to confirm there is a new apprentice scheme for HGV mechanics, one apprentice to start each academic year and provide a continual stream of qualified mechanics for the service and a £10k salary enhancement has been agreed for HGV mechanics, to support recruitment and retention of staff. Three HGV drivers have been recruited in quarter four and the remaining two drivers will be advertised in quarter one 2023-24.

  (Housing Services update) The mitigating actions have been updated to confirm an additional contractor has been procured to complete void works on properties.

  There have been no changes to the risks in the Chief Executive Risk Register for quarter four.

7.0 Community Impact

7.1 Consultation

None required.

7.2 **Equality and Diversity Impact**

Not applicable in the context of the report.

7.3 Social Value Impact

Not applicable in the context of the report.

7.4 Environmental Sustainability

Not applicable in the context of the report.

8.0 Appendices

Appendix A – Performance Dashboard 2020-2024
Appendix B – Performance Measure Report

Appendix C – Chief Executive Risk Register
Appendix D – Corporate Risk Register

Priority	Key Aim	Outcome	Ref	How success will be measured	Q4 2020-2021: Apr - Mar	Q4 2021-2022: Apr - Mar	Q1 2022-2023: Apr - Jun	Q2 2022-2023: Apr - Sept	Q3 2022-2023: Apr - Dec	Q4 2022-2023: Apr - Mar	Annual Target 22-23	Plan Target 2020 2024	Head of Service	Strategic Lead	Committee
Our Environment — Keeping a clean, green District for future generations	E1. Improve the environment of the District	E1.1 Reduce waste and increase composting and recycling	E1.1A	Household waste collected per head of population	460kgs	416kgs	110kgs	208kgs	302kgs	395kgs	Downward Trend	Sustain during Y1 and Y2. See a downward trend in Yrs. 3 and 4	Gary Charlton, Head of Operational Services	Heidi McDougall, Strategic Director, Service Delivery	E&DS
			E1.1B	% of collected waste recycled and composted	47%	46%	49%	47%	45%	43%	Upward Trend	Sustain during Y1 and Y2. See an upward trend in Y3 and Y4	Gary Charlton, Head of Operational Services	Heidi McDougall, Strategic Director, Service Delivery	E&DS
		E1.2 Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate	E1.2A	Number of fly tipping incidents	1003	604	139	286	442	590	Downward trend as a four 4-year mean <764	Downward trend over four years	Matt Holford, Head of Environmental Services	Heidi McDougall, Strategic Director, Service Delivery	E&DS
			E1.2B	Improve the quality of the District through the Local Environmental Quality Survey	Report in Q1 21/22	93.79% of streets meet grade B or higher	93.79% of streets meet grade B or higher	93.79% of streets meet grade B or higher	96.65% of streets Grade B or higher	96.65% Grade B or above	>95% (Grade B or above)	>95% (Grade B or above)	Gary Charlton, Head of Operational Services	Heidi McDougall, Strategic Director, Service Delivery	E&DS
		E1.3 Enhance biodiversity across the District	E1.3A	% of eligible new homes and commercial developments to achieve net gain in Biodiversity by a minimum of 10% compared to the sites pre development baseline.	66.7%	66.7%	0	0	0	0	85%	85%	Steffan Saunders, Head of Planning and Strategic Housing	Heidi McDougall, Strategic Director, Service Delivery	E&DS
	E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030	E2.1A	Reduce South Derbyshire District Council carbon emissions	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Downward Trend in Carbon Emissions	Reduce C02 emissions through the achievement of actions in the South Derbyshire Climate and Environment Action Plan 2020-24 (C&EAP)	Matt Holford, Head of Environmental Services	Heidi McDougall, Strategic Director, Service Delivery	E&DS
		E2.2 Work with residents, businesses and partners to reduce their carbon footprint	E2.2A	% of new homes to meet water efficiency targets as set out in the Part G optional standard of 110 litres of potable water usage per person per day	100%	75.6%	64%	75%	80%	86%	85%	85%	Steffan Saunders, Head of Planning and Strategic Housing	Heidi McDougall, Strategic Director, Service Delivery	E&DS
	E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit	E3.1A	Increase Swadlincote Town Centre visitor satisfaction	55%	60% (new report in Q3)	60% (new report in Q3)	60% (new report in Q3)	66%	66%	Upward Trend (Close the gap to National small towns average - 72%)	National small towns average 72%. Target to be above the National average by 2023/24	Mike Roylance, Head of Economic Development and Growth	Dr Justin Ives, Chief Executive	E&DS
		E3.2 Improve public spaces to create an environment for people to enjoy	E3.2A	The number of Green Flag Awards for South Derbyshire parks	Achieved	3	3	3	3	3	Four Green Flags	Increase from two green flag park awards to four by 2024	Sean McBurney, Head of Cultural and Community Services	Heidi McDougall, Strategic Director, Service Delivery	H&CS
			E3.2B	Proportion of good quality housing development schemes	Out turn unavailable	Out turn unavailable	Out turn unavailable	Out turn unavailable	Out turn unavailable	Out turn unavailable	90%	% of schemes which score high	Steffan Saunders, Head of Planning and Strategic Housing	Heidi McDougall, Strategic Director, Service Delivery	E&DS
Our future needs of the District — Supporting and safeguarding the most vulnerable	P1. Engage with our communities	P1.1 Support and celebrate volunteering, community groups and the voluntary sector	P1.1A	Number of new and existing Community Groups supported	153 groups	160 groups	33 groups	87 groups	151	216	Upward trend on the average over two years >157	Year 1 -2(Proxy)- collate baseline data. Year 3-4 we will show an increase on the average over two years	Sean McBurney, Head of Cultural and Community Services	Heidi McDougall, Strategic Director, Service Delivery	H&CS
		P1.2 Help tackle anti-social behaviour & crime through strong and proportionate action	P1.2A	Number of ASB interventions by type	Minimal	Moderate	Moderate	Moderate	Moderate	Moderate	'Moderate' or 'High'	Performance to be rated as 'High' or 'Moderate'	Matt Holford, Head of Environmental Services	Heidi McDougall, Strategic Director, Service Delivery	H&CS
	P2. Supporting and safeguarding the most vulnerable	P2.1 With partners encourage independent living and keep residents healthy and happy in their homes.	P2.1A	Number of households prevented from Homelessness	265 cases	261 cases	52 cases	79 cases	137 cases	182 cases	Proxy	Proxy Measure to show service activity	Paul Whittingham, Head of Housing	Heidi McDougall, Strategic Director, Service Delivery	H&CS
			P2.1B	Continue to undertake interventions per year to keep families out of fuel poverty	276	210	48	104	161	198	> 160 interventions	300 interventions (2020-21) Target to be reviewed thereafter.	Matt Holford, Head of Environmental Services	Heidi McDougall, Strategic Director, Service Delivery	E&DS
		P2.2 Promote health and wellbeing across the District	P2.2A	Deliver the objectives identified in the South Derbyshire Health & Wellbeing Group	Ongoing delivery of plan	Delivery of Health and Wellbeing Action Plan over 2021-22	Action plan developed and adopted	Achieved	Ongoing delivery of the action plan by partners	Delivery of Health and Wellbeing Action Plan over 2022-23	100% of actions delivered	100% of actions identified delivered	Sean McBurney, Head of Cultural and Community Services	Heidi McDougall, Strategic Director, Service Delivery	H&CS
		P2.3 Improve the condition of housing stock and public buildings.	P2.3A	Deliver the Planned Maintenance Housing programme over four years	114.10% (£2,377,625)	89.1% (£2,116,365.65)	18.38% (£1,927,560)	34.25% - £660,135.65	50.54% - £974,241 against total budget for 2022-2023.	89.29% - £1,721,162.36 against total budget for 2022-2023.	100% against the annual budget 2022-23	100% spend against the planned maintenance budget	Paul Whittingham, Head of Housing	Heidi McDougall, Strategic Director, Service Delivery	H&CS
			P2.3B	Develop and deliver the Public Buildings programme over four years	12 surveys	44 surveys	10 surveys	20 surveys	20 surveys	38 surveys	25% (38 surveys undertaken)	100% of surveys undertaken	Steve Baker, Head of Corporate Property	Tracy Bingham, Strategic Director, Corporate Resources	F&M
			P2.3C	Average time taken to re-let Council homes	200 days average	156 days	183 days	183 days	189 days	169 days	Median Quartile Performance (Benchmark via Housemark)	Median Quartile Performance (Benchmark via Housemark)	Paul Whittingham, Head of Housing	Heidi McDougall, Strategic Director, Service Delivery	H&CS
		P2.4 Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.	P2.4A	Deliver the objectives identified in the Supporting Aspirations Plan	Research and data analysis	Supporting Aspirations Action Plan adopted.	Achieved	Reported in Q4	Reported in Q4	Achieved	Deliver the year one objectives identified in the Supporting Aspirations Plan	Deliver the objectives identified in the Supporting Aspirations Plan	Mike Roylance, Head of Economic Development and Growth	Dr Justin Ives, Chief Executive	E&DS

r P e o p l e
Working with communities and meeting the |
O u r F u t u r e
Growing our District and our skills base

Priority	Code	Measure							Target	Target	Lead Officer	Director	Dir
P3.1 Ensuring consistency in the way the Council deal with service users	P3.1A	Increase the number of customers who interact digitally as a first choice	Total: 22,242	Total: 24,405	Total: 6,021	Total: 16,334	Total: 21,245	25,856	Upward trend	Upward Trend	Catherine Grimley, Head of Customer Services	Tracy Bingham, Strategic Director, Corporate Resources	F&M
P3.2 Have in place methods of communication that enables customers to provide and receive information.	P3.2A	Reduce face-to-face contact to allow more time to support those customers who need additional support	0	744 self serve and 115 face to face	2,470	4,496	6,359	8,253	Downward Trend	Downward trend in Face to Face interactions	Catherine Grimley, Head of Customer Services	Tracy Bingham, Strategic Director, Corporate Resources	F&M
P3.3 Ensuring technology enables us to effectively connect with our communities.	P3.3A	Number of customer telephone calls answered by Customer Service	Total: 98,099	Total: 99,165	Total: 22,872	Total: 45,412	Total: 66,188	85,197	Downward Trend	Downward Trend	Catherine Grimley, Head of Customer Services	Tracy Bingham, Strategic Director, Corporate Resources	F&M
	P3.3B	Increase digital engagement (Twitter, Instagram, Facebook)	43,850	49,181	51,990	51,762	52,232	52,682	Upward Trend	Upward Trend	Fiona Pittam, Head of Organisational Development & Performance	Tracy Bingham, Strategic Director, Corporate Resources	F&M
P3.4 Investing in our workforce	P3.4A	Increase the level of staff engagement	Survey postponed until 21-22	Target not achieved	Achieved	246 staff attended staff briefing sessions on Flexible Working Policy in July 2022	182 people responded to staff Flexible Working consultation		proxy - establish baseline data	Collate baseline data – proxy measure	Fiona Pittam, Head of Organisational Development & Performance	Tracy Bingham, Strategic Director, Corporate Resources	F&M
	P3.4B	Number of apprenticeships	5 (1.5% of head count)	6 (1.84% of head count)	6 (1.84% of head count)	6 (1.82% of head count)	7 (1.92% of head count)	9 (2.47% of workforce)	>2.3% of head count	>2.3% of head count	Fiona Pittam, Head of Organisational Development & Performance	Tracy Bingham, Strategic Director, Corporate Resources	F&M
	P3.4C	Average number of staff days lost due to sickness	12.93	10.28	2.47	4.41	7.10	9.64	Downward Trend	Downward Trend	Fiona Pittam, Head of Organisational Development &	Tracy Bingham, Strategic Director, Corporate Resources	F&M
	P3.4D	The Council has a positive health and safety culture	Postponed until early 22/23	Postponed until early 22-23				Postponed 23-24	proxy - establish baseline data	Upward Trend in Health and Safety mandatory training and up to date health and safety policy	Fiona Pittam, Head of Organisational Development & Performance	Tracy Bingham, Strategic Director, Corporate Resources	F&M
F1.1 Attract and retain skilled jobs in the District	F1.1A	Increase the number of employee jobs in South Derbyshire	32,000 Impacted by Covid-19	31,000 Impacted by Covid-19	31,000 Impacted by Covid-19. (Reported annually in Q4 22/23)	31,000 Impacted by Covid-19. (Reported annually in Q4 22/23)	34,000	34,000	Upward Trend	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Dr Justin Ives, Chief Executive	E&DS
F1.2 Support unemployed residents back into work	F1.2A												
F2.1 Encourage and support business development and new investment in the District	F2.1A	Annual net growth in new commercial floorspace (sqm)	4,140 sqm	1,665 sqm	1,665 sqm(Reported annually in Q4 22/23)	1,665 sqm (Reported annually in Q4 22/23)	1,665 sqm (Reported annually in Q4 22/23)	28,174 sqm net growth	36,808.5 sqm net growth	Net annual growth in commercial floorspace of 12,269.5 sqm. Over the four year plan - 49,078 sqm net growth	Mike Roylance, Head of Economic Development and Growth	Dr Justin Ives, Chief Executive	E&DS
	F2.1B	Total Rateable Value of businesses in the District	£67,341,926	£67,234,722	£67,279,062	£67,207,674	£67,072,729	£67,120,292	Upward trend (on 21/22 Q4 as baseline)	Upward trend (on 21/22 Q4 as baseline)	Mike Roylance, Head of Economic Development and Growth	Dr Justin Ives, Chief Executive	E&DS
F2.2 Enable the delivery of housing across all tenures to meet Local Plan targets	F2.2A	Speed of decision on discharging conditions on housing applications	100%	60.9%	50%	60%	79%	78%	90% within 8-13 weeks or as agreed with the applicant	90% within 8-13 weeks or as agreed with the applicant	Steffan Saunders, Head of Planning and Strategic Housing	Heidi McDougall, Strategic Director, Service Delivery	E&DS
	F2.2B	% of planning applications determined within the statutory period	98%	90.50%	88%	86%	81%	83%	>90%	>90%	Steffan Saunders, Head of Planning and Strategic Housing	Heidi McDougall, Strategic Director, Service Delivery	E&DS
F2.3 Influence the improvement of infrastructure to meet the demands of growth.	F2.3A	Secure new facilities and contributions through Section106 to mitigate impacts of development. Achieve all necessary highway, education, healthcare, and recreation contributions	94%	100%	100% (annual return in Q4 22/23)	100% (annual return in Q4 22/23)	100% (annual return in Q4 22/23)	90%	90%	90%	Steffan Saunders, Head of Planning and Strategic Housing	Heidi McDougall, Strategic Director, Service Delivery	E&DS
F3.1 Provide modern ways of working that support the Council to deliver services to meet changing needs.	F3.1A	Deliver against the Transformation Action Plan	On target	85%	On target	On target	On target	On target	Deliver 100% against action plan	Deliver 100% against action plan	Anthony Baxter, Head of Business Change and ICT	Tracy Bingham, Strategic Director, Corporate Resources	F&M
F3.2 Source appropriate commercial investment opportunities for the Council	F3.2A	Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities	On target	No change from last quarter	No change from last quarter	No change from last quarter			A corporate action plan collating Council departments strands of commercialisation is to be drafted in Quarter four.	Y1 – Form a working group & Action Plan Y2 – deliver against action plan and sustain an upward trend in revenue	Gary Charlton, Head of Operational Services	Heidi McDougall, Strategic Director, Service Delivery	F&M

Corporate Plan 2020-2024

Performance Measure Report

Finance and Management Committee

Team: Organisational Development and Performance

Date: June 2023

Quarter 4, 2022-2023

Performance Measure Report Index

Corporate Plan 2020-2024

Summary

The Corporate Plan 2020-2024 has 35 Corporate Measures which underpin the Council's three priorities Our Environment, Our People, Our Future.

The following Committees are responsible for overseeing the delivery of the following key aims and outcomes:

Environmental and Development Services Committee (E&DS) are responsible for 17 Corporate measures under the key aims:

- E1. Improve the environment of the District
- E2. Tackle climate change
- E3 Enhance the attractiveness of South Derbyshire
- P2. Supporting and safeguarding the most vulnerable
- F1. Develop skills and careers
- F2. Support economic growth and infrastructure

Housing and Community Services Committee (H&CS) are responsible for seven Corporate measures under the key aims:

- E3. Enhance the attractiveness of South Derbyshire
- P1. Engage with our communities
- P2. Supporting and safeguarding the most vulnerable

Finance and Management Committee (F&M) are responsible for 11 corporate measures under the key aims:

- P2. Supporting and safeguarding the most vulnerable
- P3. Deliver Excellent Services
- F3. Transforming the Council

Finance and Management Committee (F&M) are responsible for the following 11 corporate measures

Our People

Measure
- Develop and deliver the Public Buildings programme over four years
- Increase the number of customers who interact digitally as a first choice
- Reduce face-to-face contact to allow more time to support those customers who need additional support
- Number of customer telephone calls answered by Customer Services
- Increase digital engagement (Twitter, Instagram, Facebook)
- Increase the level of staff engagement
- Number of apprenticeships
- Average number of staff days lost due sickness
- The Council has a positive health and safety culture

Our Future

Measure
- Deliver against the Transformation Action Plan
- Develop an approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities

Priority: Our Future			
F3.1 Provide modern ways of working that support the Council to deliver services to meet changing needs.			
Measure and Reference	**F3.1A Deliver against the Transformation Action Plan**	**Committee**	F&M
Definition	In order to deliver services to meet the needs of the organisation, the Council needs a robust plan to identify areas of improvement, evaluate and benchmark a target operating model and map a route to achieving our ambitions	**Why this is Important**	The Transformation Plan provides a focal point for major change in the organisation, evaluating conflicting priorities, allocating resources, escalating problem and above all else, manage core programmes of work by documenting progress.
What Good Looks Like	Each year the Head of Business Change, ICT & Digital will present a workplan for adoption, outlining projects, milestones and resources needed to achieve the objectives set by the Corporate Plan.		
History of this Indicator	The Council is committed to improving outcomes and outputs for its stakeholders as is evident in the Corporate Plan.		
2019/20 Baseline Data	Not applicable		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Deliver 100% against action plan	On target	On target	On target	On target
2021/22	Deliver 100% against action plan	On target	Quarterly target not achieved	Continue to deliver the annual transformation plan including the emerging Future Service Delivery programme	85%
2022/23	Deliver 100% against action plan	On track	On track	On track	Complete

Performance Overview - Quarterly Update	**Actions to sustain or improve performance**
The Transformation Plan achieved key projects in its third-year term. These projects include the launch of a digital platform, the hand-over of a Housing Tenants Portal, the procurement of a Fleet Management System ready for implementation, a Planning Service review and accompanying action plan and finally a draft	n/a

Customer Access Strategy ready for consultation.	

Priority: Our Future			
F3.2 Source appropriate commercial investment opportunities for the Council			
Measure and Reference	**F3.2A Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities**	**Committee**	F&M
Definition	Using Council assets wisely, trading services with others across the public and private sectors and selling commodities to generate income.	**Why this is Important**	As funding shrinks exploring new ways to maximise our income is essential, in order to protect valuable frontline services and ensure positive outcomes for our local communities.
What Good Looks Like	Year 1 to form a working group and define the action plan Year 2 to 4 deliver 100% against the action plan and sustain an upward trend in income generation		
History of this Indicator	New indicator		
2019/20 Baseline Data	Baseline data to be collated during 20-21		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Year 1 to form a working group and define the action plan	On target	On target	On target	On target
2021/22	deliver 100% against the action plan and sustain an upward trend in income generation	Quarterly outcome not achieved	Quarterly outcome not achieved	No change from last quarter	No change from last quarter
2022/23	A corporate action plan collating Council departments strands of commercialisation is to be drafted by then end of Quarter four.	No change from last quarter	No change from last quarter		

Performance Overview - Quarterly Update	Actions to sustain or improve performance

Strands of commercialisation are underway across departments with potential increases to income or efficiencies in service.	Continued cross department monitoring of commercialisation projects. The draft action plan will cover areas of potential commercialisation rather than a fixed target.

Strands of commercialisation are underway across departments with potential increases to income or efficiencies in service.

Cultural Services have been working on the following projects:

• Rosliston Forestry Centre & Environmental Education Project to introduce, the Revitalizing Rosliston Forestry centre project. A new 30-year lease has just been signed with Forestry England. Consultation work is planned on what developments are needed to increase visitor numbers and income. Including opportunities around increasing income from car parking at site, increase in lodge bookings each year and secondary spend e.g. café, gift shop, activities etc.

• EEP are looking at new funding channels this year – which includes potential work for Harwoths and Severn Trent.

• Active Schools Partnership - continues to retain and grow affiliation fees from schools, as well as securing funding from Street Games to deliver Holiday Activity and food programs (HAF).

• Active Communities - Summer playscheme bookings have increased this year – increased income from parishes booking this provision.

Planning and Strategic Housing activities include.

• Charging for pre-application advice (expected £50k a year)

• Rolling out Planning Performance Agreements (expected £100k a year)

Both are dependent on resourcing, but subject to E&DS and F&M approvals later this month re: use of planning application fee increase money, the expectation is to roll both out over the late Spring/ Summer this year.

Housing Services activities include.

• Currently undergoing a review, which will include re-pricing services for private residents.

• Discussions with other Councils about provision of call monitoring on a commercial/consortium basis.

• High level scoping of opportunities in the future such as offering repairs to other landlords

Environmental Services

• Published a Commercialisation Plan in November 2022 containing actions to deliver income of £153,000 in 23/24 increasing to £183,000 in 2025/26.

Further work to identify Council departmental strands of commercialisation will be drafted once additional staff resource is recruited through the operational services review.

Continued cross department monitoring of commercialisation projects. The draft action plan will cover areas of potential commercialisation rather than a fixed target.

Priority: Our People

P2.3 Improve the condition of housing stock and public buildings.

Measure and Reference	P2.3B Develop and deliver the Public Buildings programme over four years	Committee	F&M
Definition	The purpose of the Performance Indicator is to measure progress in the completion of condition surveys and a Planned Maintenance Programme over the term of the Corporate Plan.	Why this is Important	Completion of Public Buildings condition surveys and a planned maintenance programme will ensure the Council's buildings are fit for purpose, with repairs undertaken in a proactive, efficient and prioritised manner.
What Good Looks Like	The portfolio contains 149 Public Building Assets. 100 % of the portfolio will be surveyed over the life of the Corporate Plan		
History of this Indicator	No historical monitoring of this indicator		
2019/20 Baseline Data	Not applicable		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	25% of assets to be surveyed and the planned maintenance programme for phase one to be created	Software tested and calibrated	Condition surveys on the five largest assets have been completed	Carry out further surveys on 12 more of the Public Buildings portfolio.	Carry out further surveys on 12 more of the Public Buildings portfolio.
2021/22	30% of surveys to be undertaken.	11 surveys	22 surveys	33 surveys	44 surveys
2022/23	38 surveys to be undertaken in the year	10 surveys	20 surveys	20 surveys	38 surveys

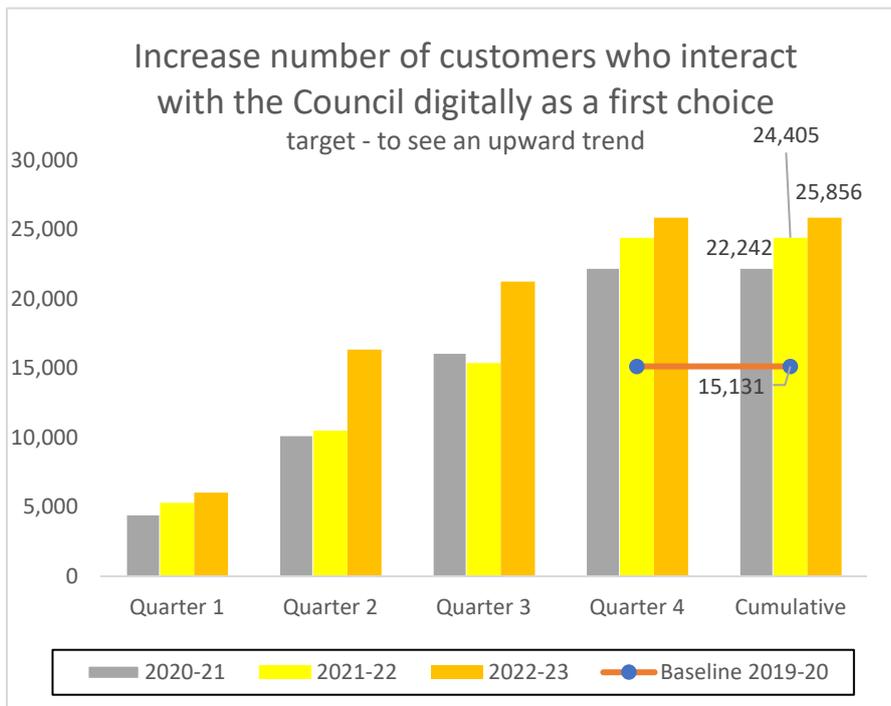| Performance Overview - Quarterly Update	Actions to sustain or improve performance
The main bulk of the property portfolio has been surveyed and a beacon system has been used to reach target for this period. We are therefore on track to reach 100% of the overall four-year target by April 2024.	A beacon system has been utilised.

Priority: Our People

P3.1 Ensuring consistency in the way the Council deal with service users

Measure and Reference	P3.1A Increase the number of customers who interact digitally as a first choice	Committee	F&M
Definition	Increase number of customers who interact/raise service requests with the Council using online forms, web chat, and integrated social media, versus alternative methods (phone, face-to-face etc).	Why this is Important	The Council has an ambition to enable online interaction, to reduce the cost of service transaction and increase customer satisfaction. This will provide more time to support those who need additional support by telephone or face-to-face.
What Good Looks Like	Increased number of customers who choose to raise service requests digitally with the Council – whether through the Council's Customer Relationship Management (CRM) platform, web chat, integrated social media or supporting digital systems (such as council tax, planning and housing systems).		
History of this Indicator	The Council has not yet adopted a centralised digital platform to enable true online interactions, however, has been adopting improved forms and new forms to boost digital interactions until a new CRM is in place.		
2019/20 Baseline Data	During 2019/20 there were 1,282 council tax and digital forms submitted, 12,343 general website forms via the website, 287 social media enquiries and 1,219 COVID-19 Business Rates Grant Applications		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward trend	Total: 4,474	Total: 10,174	Total: 16,103	Total: 22,242
2021/22	>22,242 (upward trend year on year)	Total: 5,301	Total: 10,491	Total: 15,379	Total: 24,405
2022/23	Upward trend	Total: 6,021	Total: 16,334	Total 21,245	Total: 25,856

Performance Overview - Quarterly Update	Actions to sustain or improve performance
The introduction of Granicus CRM forms in March have had a positive impact on the number of online forms being completed for Waste enquiries. Data shows that since the go-live date of 7th March, 973 online forms have already been completed for Waste and Cleansing.	Additional customer requests will be added to the online forms in the coming months in order to improve online accessibility for customers even further.

Since the CRM went live there are now more customers reporting waste and cleansing enquiries online than through our Customer Service channels such as telephone, email or face to face.

The most notable channel shift is for the 'bulky waste collection' request. This was the most time intensive enquiry type for the Customer Service Advisors over the telephone due to details that need recording and the payment process for the service. It is estimated that these call types would take approximately 10 minutes each. 175 bulky waste collections have been requested online so far, saving approximately 29 hours of officer time. We have noticed a trend of bulky wastes being requested online over the weekend when offices would typically be closed, giving the customer further flexibility to contact us on a day and time that is convenient to them. This in turn has also helped to relieve call wait times on a Monday morning which is typically a very busy time for the department.

Another thing to note is that so far, we have only done a 'soft launch' of the CRM on our website whilst we ironed out any issues that may have arisen in the first few weeks of go-live. We are confident that these figures will improve further still, particularly for 'missed bins' once we position these service requests more prominently on our website and promote the service now being available online through our communication channels.

Increase number of customers who interact with the Council digitally as a first choice

target - to see an upward trend

	2020-21	2021-22	2022-23	Baseline 2019-20

Cumulative: 22,242 / 24,405 / 25,856
Baseline: 15,131

Priority: Our People			
P3.2 Have in place methods of communication that enables customers to provide and receive information.			
Measure and Reference	**P3.2A Reduce face-to-face contact to allow more time to support those customers who need additional support**	**Committee**	F&M
Definition	Decrease the number of face-to-face interactions, by offering enhanced alternative methods of contact (phone and online) to enable the Council to provide a better service to those customers who need additional support.	**Why this is Important**	The Council has an ambition to enable online interaction and to enhance telephone support services available. This will enable the Council to better support those customers who need more personalised support face-to-face.
What Good Looks Like	To see a downward trend in the number of face-to-face customers through Customer Services.		
History of this Indicator	The Council has already seen a decrease in numbers of face-to-face visitors since the introduction of the Council's website, which provides answers to a variety of basic queries and the payment kiosk, which supports self-service payments.		
2019/20 Baseline Data	31,986 face to face enquiries (2018/2019) Q4 2018/19 (Jan-Mar) 6,953 (2,463 enquiries dealt with at Customer Services Desk. Visitors to office 4,490)		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Downward trend	No visitors due to Covid-19	No visitors due to Covid-19	No visitors due to Covid-19	0
2021/22	Downward trend (based on 2019 pre-Covid-19)	0	0	0	744 self-serve and 115 face to face
2022/23	Downward trend (based on 2019 pre-Covid-19)	2,470	4,496	6,359	8,253

Performance Overview - Quarterly Update	Actions to sustain or improve performance
During Q4 we received a slight increase in visitors (31 more than Q3), this is because of an increase in Annual Billing and Elections enquiries. Of the 1,894 visitors who attended, Reception dealt with 1,396 of those, a Customer Service Advisor spoke to 498 customers from the telephone booth, and 69 of them required a	The increase in visitor numbers in Q4 is because of the annual billing exercise which is widely recognised as being the busiest time in the year for Revenues and Benefits enquiries. The Local Election is also contributing to the rise in visitors with residents having to provide hard copies of documentation for employment

face-to-face interaction with a Customer Service Advisor. Therefore 86% of customers who attended the Civic Offices to speak to a Customer Service Advisor could have had their enquiry dealt with effectively over the telephone or online instead. Over the year there have been 8,253 face to face enquiries which is significantly less than pre Covid -19 levels in 2018/19 which reported 31,986 face to face enquiries, a difference of 23,733.	and voter ID checks. Further work will continue into 2023 encouraging and educating residents to access our services via digital means rather than face to face where possible.

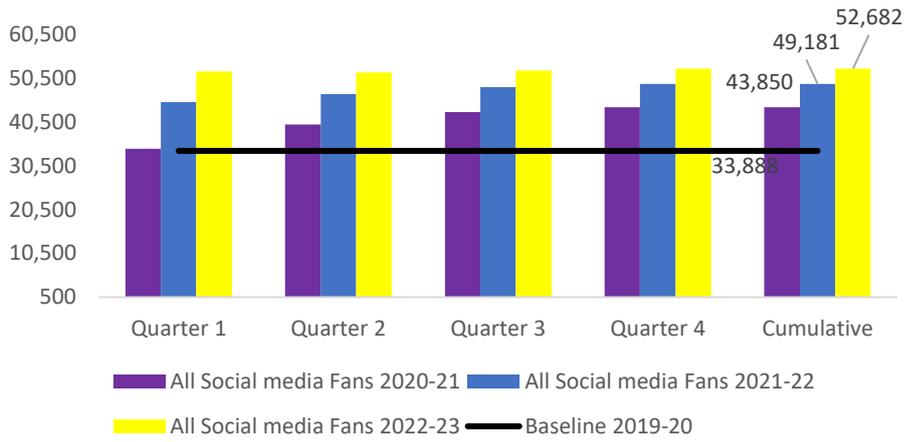| Priority: Our People			
P3.3 Ensuring technology enables us to effectively connect with our communities.			
Measure and Reference	**P3.3A Number of customer telephone calls answered by Customer Service**	**Committee**	F&M
Definition	The Council has an ambition to handle an increased number/variety of customer calls at first point of contact, vs transferring to back-office teams. Initially this will result in an increase of calls into the contact centre, which will reduce over time, in parallel with the introduction of increased online tools.	**Why this is Important**	The Council has an ambition to enable customers who wish to interact online with the council to do so, and better support those customers who need more personalised support by phone or face to face.
What Good Looks Like	Initially an increase in numbers of calls/variety of calls into the contact centre is anticipated, followed by a decrease in overall calls, following the introduction and roll out of digital tools.		
History of this Indicator	The Council has already seen a decrease in numbers of telephone calls following the introduction of the Council's website which provides answers to a variety of basic queries and some online forms.		
2019/20 Baseline Data	95,896 telephone calls received (2019/20). 76,804 calls handled & 19,092 automated call payments.		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Downward trend	Total: 22,387	Total: 44,701	Total: 69,812	Total: 98,099
2021/22	Downward trend	Total: 26,756	Total: 51,866	Total: 74,981	Total: 99,165
2022/23	Downward trend	Total: 22,872	Total: 45,412	Total: 66,188	Total: 85,197

Performance Overview - Quarterly Update	Actions to sustain or improve performance
Since the Granicus Waste CRM system was introduced in early March, the number of waste calls has dropped dramatically with customers opting to report issues online instead. This has had a positive impact on call wait times and volumes.	Additional customer requests will be added to the online forms in the coming months which will help to reduce call volumes further.

Priority: Our People			
P3.3 Ensuring technology enables us to effectively connect with our communities.			
Measure and Reference	**P3.3B Increase digital engagement (Twitter, Instagram, Facebook)**	**Committee**	F&M
Definition	To increase the volume and quality of social media interaction with residents and customers on all Council social media platforms.	**Why this is Important**	Social media captures customers who are already digitally engaged/aware and more likely to engage with the Council digitally and acts as a good springboard to digital service delivery.
What Good Looks Like	Increase number of proactive social media engagement from the Council through the Communications team, result in an increased number of engaged citizens.		
History of this Indicator	The engagement rate, sentiment and follower/fan base on our social media accounts has significantly evolved since 2017. The creation of the central Facebook page in 2017 and a more strategic approach – more residents are now choosing this method.		
2019/20 Baseline Data	Number of Facebook (central and departmental) fans and Twitter (central and departmental) followers.33,888. Commentary of the nature of these queries (this is already included in the monthly social media dashboard reports)		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward trend	34,340	39,924	42,723	43,850
2021/22	Upward trend	44,989	46,853	48,409	49,181
2022/23	Upward trend	51,990	51,762	52,232	52,682

Performance Overview - Quarterly Update	Actions to sustain or improve performance
The total number of social media followers has increased from 52,232 in Q3 to 52,682 in Q4. The number of Facebook followers has increased from 39,758 to 40,216 and the number of Twitter followers is now 12,468. During Q4, topics of particular engagement included: bad weather disruptions to bin collections and Beat the Street.	Continue to post engaging content and to respond to queries from followers quickly and efficiently.

P3.3B - Increase digital engagement (Twitter, Instagram, Facebook etc)

target - to see an upward trend

Legend:
- All Social media Fans 2020-21
- All Social media Fans 2021-22
- All Social media Fans 2022-23
- Baseline 2019-20

Values shown: 33,888 | 43,850 | 49,181 | 52,682

Priority: Our People			
P3.4 Investing in our workforce			
Measure and Reference	P3.4A Increase the level of staff engagement	**Committee**	F&M
Definition	This indicator is designed to measure the level of staff engagement and how satisfied staff are working for the Council. Satisfaction will be measured using the Council's annual employment survey and two pulse surveys. In addition to staff briefing sessions.	**Why this is Important**	Employee engagement is a workplace approach resulting in the right conditions for all staff to give of their best each day, committed to the Council's Corporate Plan and values. An engaged workforce supports the achievement of our key priorities.

What Good Looks Like	An annual upward trend in return rates and satisfaction. This measure to be based on the results from the Employment Survey and Pulse Surveys. In addition to, the staff briefing sessions.
History of this Indicator	New indicator – No recent history available
2019/20 Baseline Data	New Indicator - first survey to take place in 2020

Reporting Year	**Annual Target**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
2020/21	No target for year 1	Reported annually in Q4	Reported annually in Q4	Survey postponed until 21-22	Survey postponed 22-23
2021/22	Annual Increase in the % of Staff completing the survey	Survey postponed 22-23	Survey postponed 22-23	254 staff attended staff briefing sessions in September 2021	Target not achieved
2022/23	Proxy Measure - Establish Baseline Data	Corporate methodology for pulse surveys approved and submitted	246 staff attended staff briefing sessions on Flexible Working Policy in July 2022	182 people responded to staff Flexible Working consultation	

Performance Overview - Quarterly Update	**Actions to sustain or improve performance**
Staff engagement survey due to be held in 2023/24.	Work to launch regular staff engagement surveys due to be pursued in 2023/24.

Priority: Our People			
P3.4 Investing in our workforce			
Measure and Reference	P3.4B Number of apprenticeships and expenditure against the apprenticeship levy	**Committee**	F&M
Definition	The number of apprenticeships posts or expenditure against the apprenticeship levy is defined as the number of posts established for apprentices or where existing employees can access funding from the apprenticeship levy. This will be a numerical outcome showing a positive increase trend from the previous year.	**Why this is Important**	To invest in the Council's current and future workforce through the provision of entry level posts and access to further academic qualifications that will support succession planning and build resilience across the Council.
What Good Looks Like	The purpose of this PI is to see an increased trend over four years leading to full expenditure of the Apprenticeship Levy for a financial year (April – March each year).		
History of this Indicator	In the last financial year (April 2019 to March 2020), we spent approximately 34% of our levy funds (total input into the levy was £27,479, spend was £9,263.11).		
2019/20 Baseline Data	1.2% (4 apprentices)		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	>2.3% of head count	4 (1.2% of head count)	4 (1.2% of head count)	5 (1.5% of head count)	5 (1.5% of head count)
2021/22	>2.3%	3 (0.9% of head count)	6 (1.84% of head count)	6 (1.84% of head count)	6 (1.84% of head count)
2022/23	>2.3% of head count	6 (1.84% of head count)	6 (1.82%. of head count)	6 (1.82%. of head count)	9 (2.47% of workforce)

Performance Overview - Quarterly Update	**Actions to sustain or improve performance**
6 apprentices currently in post which represents 1.64% of the workforce. As a cumulative total, we have had nine colleagues on apprenticeships throughout April 2022 to March 2023 - this meets the target of 2.3% of the workforce across the year. Of those	Customer Service has had three apprenticeship posts approved. Learning and Development Officer and HR Officers are engaging regularly with Heads of Service to ensure apprenticeships are considered during all recruitment and restructure activities.

nine, three completed throughout this year, leaving six remaining on their apprenticeship.

In addition, three new apprentice posts will be created in Customer Services, along with two colleagues embarking on a higher-level apprenticeship in April 2023, the Council will meet this target again during April 2023-March 2024. This is a credit to those Heads of Service and colleagues who have supported the Council in expanding its apprenticeship programme since the setbacks experienced because of the pandemic.

Levy spending:

Total spend April 2022 to March 2023: £21,561

Total expired levy April 2022 to March 2023: £11,072

Quarter Four spend: £6,468.67

Quarter Four expired: £1,707.15

Projected fund available April 2023 to March 2024: £41,224 (this will fluctuate depending on PAYE data)

Total funds: £77,001

Higher level apprenticeships are being advertised regularly to colleagues through the PDR process and when training requests are received. The Council's new leadership and management programme also advertises apprenticeships to support engagement and continued professional development within the course.

Opportunities from trusted training partners are advertised as soon as they are received to all colleagues.

Further training/support programmes are being considered to support those needing further understanding of what apprenticeships offer.

The Council is supporting work experience placements and T Levels which are viable routes to apprenticeships.

Priority: Our People			
P3.4 Investing in our workforce			
Measure and Reference	**P3.4C Average number of staff days lost due to sickness**	**Committee**	F&M
Definition	The measure is designed to monitor the levels of employee absence from work due to ill-health. The target of eight days is in line with targets/performance nationally.	**Why this is Important**	Reducing the number of absences will provide an indication of the health and wellbeing of the workforce and reduce the impact on service delivery, resulting in savings arising from the payment of Occupational and Statutory Sick Pay and any secondary costs
What Good Looks Like	To see a downward trend in the average number of working days lost per employee over four years and be in line with the rates for comparable sized district/borough Councils.		
History of this Indicator	This indicator has formed part of the corporate performance indicator set for a number of years. (2018/19 -11.38, 2017/18 - 11.63)		
2019/20 Baseline Data	2018/19 - 11.38 days 2019/20 10.65 days		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Downward trend	3.68	8.01	11.6	12.93
2021/22	Downward trend	2.11	4.79	7.55	10.28
2022/23	Downward trend	2.47	4.41	7.10	9.64

Performance Overview - Quarterly Update	**Actions to sustain or improve performance**
The quarter four outturn figure is lower than the previous quarter (2.54 for quarter 4 and 2.67 at quarter 3).

The end of year (cumulative) outturn figure is 9.64 days per employee which is 6% lower than the previous year outturn figure of 10.28.

The outturn for this quarter 4 is lower than then same quarter last year 2021/22.

The number of employees on long term sick has remained consisted during the quarter and it expected to reduce in quarter 1 2023/24. Two employees on long term sickness have returned to work with two others expected to have a decision made on their continued employment in line with the Attendance Management Procedure. All cases are being | Monthly reports are provided to Leadership Team and then shared with Heads of Service. Each service area is responsible for managing cases of absence from work due to ill health with support and advice provided by Human Resources. This includes progressing cases through the Attendance Management Procedure that includes consideration of actions to return employees to work or to terminate their employment, with support in place if required.

Training is provided in attendance management, stress awareness and mental health along with a range of supporting materials made available for managers and employees. Training is also provided in managing absences from work for managers and supervisors. |

managed with advice provide by Occupational Health and Human Resources to identify actions that can be completed to enable the employee to return to work as soon as possible.

This quarter, the number of days lost to long term absences has exceeded the number of days lost to short term absence.
All cases, both long term and short term are being managed in line with the Attendance Management Procedure and each case has a dedicated HR Officer supporting the Manager. Monthly reports on levels of absences, reasons and trends are completed and provided to Leadership Team.

Health and wellbeing interventions will also continue to be made available to staff. This will include the continued promotion of support for mental health conditions through training, videos and materials; raising awareness of the importance of physical health and reminding all employees to seek support should they need it.

In quarter 1 2023/24 a number of activities are planned as part of an internal campaign to raise awareness of mental health and in support of the national mental health awareness week in May 2023.

Additional Occupational Health clinics, referrals and support for external counselling services have been made available to provide professional, independent medical advice on any cases before decisions are taken on the employees continued employment.

Work has continued on progressing new ways of flexible working that will enable services to be delivered in different ways with a clear focus on continuing subject to meeting the needs of customers. The impact on levels of employee attendance is showing a positive trend from 1 July 2022 and this will be kept under review.

Priority: Our People			
P3.4 Investing in our workforce			
Measure and Reference	**P3.4D The Council has a positive health and safety culture**	**Committee**	F&M
Definition	The purpose of this performance indicator is to see an increased trend in the delivery of health & safety training and to ensure the Council's Health & Safety Policy is robust and up to date.	**Why this is Important**	The Council has statutory duties under the Health and Safety at Work Act 1974 to ensure the health and safety of the workforce. This measure will indicate how well the statutory duties and other non-statutory activities are being implemented.
What Good Looks Like	Upward trend in Health and Safety mandatory training and an up-to-date health and safety policy.		
History of this Indicator	New indicator – No previous history available		
2019/20 Baseline Data	New Indicator - No baseline data		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Upward trend	Reported annually in Q4	Reported annually in Q4	Reported annually in Q4	Postponed until early 22/23
2021/22	Upward trend	Postponed until early 22/23	Postponed until early 22/23	Postponed until early 22-23	Postponed until early 22-23
2022/23	Proxy - establish baseline	27 employees trained			Postponed 23-24

Performance Overview - Quarterly Update	Actions to sustain or improve performance
During this quarter professional support has been provided for the increased number of staff working at the Civic Offices that has included updating the corporate respiratory illness risk assessment, reviewing and monitoring the recorded levels of CO_2 in the Civic Offices, supporting with the completion of service and individual risk assessments and the provision of workstation equipment for employees. Ongoing training and re-distribution of SoloProtect devices has been completed with additional management information on the usage of devices is being developed. Support to ensure compliance with the new requirements of the Fire Safety Act 2021 is being provided that includes the completion of	The employee survey has been postponed to 2023/24. The Health and Safety Action Plan for 2023/24 will be presented to the Health and Safety Committee at its meeting held on 19 April 2023 and is then reviewed quarterly by the Health and Safety Committee. Additional support is to be provided through workplace inspections and audits to higher risk services areas. Monthly mandatory training will continue to be provided with further sessions planned for front line workers in health and safety, lone working, COSHH, manual handling, reversing and risk assessment.

fire risk assessments and related control measures on council owned properties; completed the upgrade of the health and safety IT system; undertook investigations into incidents; co-ordinating the annual HAVS screening for front line workers and further referrals as required and reviewing and updating H&S policies and procedures. Monthly mandatory health and safety awareness training for employees has been provided along with separate sessions held for front line workers that have covered manual handling, dynamic risk assessment and reversing assistant for front line workers; a session on managing contracts and contractors has also been provided for managers and supervisors.	Training is also being planned for the management of contract and contractors; behavioural safety training and inspection regimes. An external partner is to be engaged to completed an independent review of the health and safety culture and to identify areas for continued development.

Quarter 4, 2022-2023 Chief Executive Risk Register

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY Strategic, Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CE1	Economic development partnerships	Failure of economic development partnerships	Leading to an adverse impact on businesses and local economy	Partnership	2	2	4	• Proactive engagement in partnerships and with individual partners. • Commitment of officer time and resources to partnership activities.	1	2	2	• Monitoring of projects and performance.	No change in Q4.	Head of Economic Development and Growth
CE2	South Derbyshire Partnership working	Failure of the South Derbyshire Partnership	Leading to non-delivery of the community's vision and priorities set out in the Community Strategy	Partnership / Strategic	2	3	6	• Proactive support for partnership. • Commitment of officer time and resources to partnership facilitation. • Engagement of partners in policy making and project design and delivery.	1	3	3	• Monitoring of projects and performance by Strategic Co-ordinating Group.	No change in Q4.	Head of Economic Development and Growth
CE4	Effectively manage the election process and canvassing.	Failure of joined up Council approach	Leading to a failed election process	Strategic	2	2	4	• Elections Project Team in place and meets as necessary with representatives from all services involved. • Arrangements in place for an Election to be called at short notice. • Arrangements in place for Referenda/By-Elections to be called.	1	2	2	• Monitoring of service delivery under review consistently	No change in Q4.	Head of Legal and Democratic Services

Risk Matrix Template

The table below outlines how the impact and likelihood of the risk is scored using the threshold and description as guidance.

Impact		Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)			
	Very High (4)	4	8	12	16		12-16	Significant Risk
	High (3)	3	6	9	12		6-9	Medium Risk
	Medium (2)	2	4	6	8		1-4	Low Risk
	Low (1)	1	2	3	4			

Likelihood

Impact	Thresholds and Description
1 – Low	Limited impact on service objectives if any, section objectives unlikely to be met, financial loss less than £10,000, no media attention
2 – Medium	Slight delay in achievement of service objectives, minor injuries, financial loss over £50,000, adverse local media attention, breaches of local procedures
3 – High	Significant threat to Council objectives. Non-statutory duties not achieved, permanent injury, financial loss over £100,000, negative national media attention, litigation expected, serious issues raised through inspection, breakdown of confidence of partners.
4 – Very high	Objectives cannot be delivered. Statutory duties not achieved, death, financial loss over £500,000, adverse national media attention, litigation almost certain, prosecutions, breaches of law, inspection highlights inadequate service, Council unable to work with partner organisation

Likelihood	Thresholds and Description
1 – Remote	May occur only in exceptional circumstances (e.g. once in 10 years)
2 – Possible	Unlikely to occur but could at some time (e.g. once in three years)
3 – Probable (in two years)	Fairly likely to occur at some time or under certain circumstances (e.g. once in two years)
4 – Highly probable (in 12 months)	Will probably occur at some time or in most circumstances (e.g. once in 12 months)

Corporate Risk Matrix

The below table summarises the risk likelihood and impact for risks after controls have been put in place to mitigate the risk.

Impact		Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)
	Very High (4)				
	High (3)	CE2			
	Medium (2)	CE1, CE4			
	Low (1)				

Likelihood

CE1	Economic development partnerships	Failure of economic development partnerships
CE2	South Derbyshire Partnership working	Failure of the South Derbyshire Partnership
CE3	Transfer of responsibility for visitor information provision from Sharpe's Pottery Heritage and Arts Trust to the Council	Interruption of service delivery whilst transferring services to the Council (Quarter three- risk to be archived)
CE4	Effectively manage the election process and canvassing.	Failure of joined up Council approach

Quarter 4, 2022--2023 Corporate Risk Register

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CR1	**Universal Credit (UC)**	Ongoing changes to the welfare system and Universal Credit impact on resources in Benefits and Customer Services.	Resources allocated to the team are not in line with workload demands. .	Financial and Resource	4	1	4	• The Local Council Tax Reduction Scheme has been redesigned to improve the customer experience and make it easier/more efficient to administer. The new scheme was adopted by the Council in February 2022 and is now in place for 2022-2023. • A service review will ensure the team is flexible and can adapt to changes in workload in future years. • Following a major system upgrade, improved document management functions, the introduction of a linked CRM system and automation are being explored to increase productivity within the team and improve interaction with customers. • Recruitment for the new Technical and Training Officer position will begin in January, followed by a Customer Service Advisor post. We expect both positions to be filled by March.	2	1	2	Continually monitor the workload and resources allocated to the team.	Customer Service Advisor position has now been filled. New recruit due to start early April 2023 to add further resilience to the team	Head of Customer Services
CR2	**Fraudulent activities**	The possibility of fraud being undetected.	National studies show fraud leads to a significant loss of resources within the Public Sector as a whole.	Financial and Reputational	4	3	12	• The Council has a Shared Service Arrangement with Derby City Council which supports the delivery of the Council's Anti-Fraud & Corruption Plan, which aims to introduce stronger anti-fraud processes across council tax, business rates, benefits, Right to Buy, social housing, supported accommodation and wider service areas. The unit also delivers fraud awareness training across the Council. This agreement was extended for 2022-2023. • Public agencies such as the DWP and HMRC increasingly share data with local authorities on a real-time basis. This allows compliance checks to take place to spot and eliminate the potential for fraud and error in a timely manner. • Single Person Discount checks on Council Tax are also regularly undertaken.	2	2	4	The Fraud Unit have an annual work programme which is considered and approved by the Audit Sub-Committee. Outcomes are also reported to the Audit Committee.	No change in Q4	Head of Customer Services
CR3	**Procurement Services**	Limited resources to enable good quality advice and support for Services.	The Council does not have its own procurement department	Resource	3	3	9	• The Council is part of a Shared Service Arrangement with other Derbyshire Agencies and has access to a wider pool of resources for support and advice.	1	3	3	Continue to review the SLA with the Lead Partner.	No change in Q4.	Interim owner - Head of Finance (Corporate Resources, Strategic Director)

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CR4	**Public Building**	Ensuring public buildings are safe and have adequate repair budgets to ensure they remain fit for purpose.	Funding available within the budget provisions to deliver the planned maintenance programme.	Financial and Compliance	2	3	6	• The additional repairs reserve has addressed the risk in the short term. • Condition surveys are being undertaken with a view to preparing a planned maintenance programme and comparing estimated costs against available budgets. • The safety measures identified within the Covid-19 risk assessments have been implemented.	2	2	4	Continually monitor and review the repair budgets to ensure adequate funding is available for the Planned Maintenance Programme going forward.	No change in Q4.	Head of Corporate Property
CR7	**Payroll Service**	. There is no additional capacity or expertise within the team to cope with any down time.	Employees and members not receiving payments due is significant.	Resource	4	4	16	• A report was approved in August 2021 for the approval to look into a new system or provide additional resources. • There is a support function for payroll provision available to the Council from the supplier of the payroll software which can be utilised in an emergency. • Discussions regarding cover of the payroll service are currently underway with the software supplier to make the detail more formal.	1	2	3		No change in Q4.	Head of Finance
CR9	**Transformation Compliance**	Committing to already allocated resources or finances of projects outside the annual work programme for ICT and Business Change	The Council has signed up to a Transformation Roadmap which would be adversely affected and not delivered therefore failing the corporate plan target.	Strategic	4	2	8	• Ensure all Heads of Service are aware of the roadmap and the implications of adding additional projects. • Ensure Transformation Steering Group members understand when they are involved in other work how that affects the ability to deliver critical transformation projects. • Key TSG members feeding back any discussions or ongoing work relating to unauthorised projects as soon as possible.	3	2	6		No change in Q4.	Head of Business Change, ICT, Digital

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CR10	**Banking and Counterparty Limits**	Authorised signatories being unavailable, Internet failure resulting in no access to the bank accounts.	Result in a breach of the approved counterparty limits set by the Council.	Resource	4	3	12	• Annual leave and meetings of both approvers and administrative functions are monitored by the team to ensure any potential risks are mitigated. • 5 administration staff have responsibility for setting up transfers of cash therefore any external internet failure is mitigated by having at least 2 other staff to take over the process. • There are 3 approvers for banking transactions, 2 of which are the S151 and Deputy S151 Officers. At least 1 of these officers is always available for approvals. • Cash flow forecasts are updated daily, and any known transfers are set up in advance. • The risk of the Internet failure is mitigated through risk CR23.	1	1	1		No change in Q4.	Head of Finance
CR11	**Failure of systems external to Finance**	The Academy system interfaces data for Housing Benefit, Council Tax and Business Rates daily. The AIM system interfaces cash files daily.	Impacts of Customer accounts and financial statements not being up to date with cash paid and the FMS not including all assets and liabilities resulting in potential qualification of the Financial Statements.	Compliance and reputational	2	3	6	• An annual maintenance fee is paid to the system providers for system support and disaster recovery. • Daily reconciliations of cash are completed by the Finance team to ensure that any failure is recognised immediately. To prevent any reputational issues, a major failure would result in debt collection reminders being delayed. • Bank accounts are also reconciled daily, and any missing cash files would be manually transferred into the FMS to ensure the Debtor position is correct. • Council Tax, Business Rates and Housing Benefit interface files are reconciled monthly but the processing of the interface files is a manual task so any failure of file generation would be recognised immediately and reported to the IT Helpdesk. • An upgrade to the Academy system has taken place.	1	1	2		No change in Q4.	Head of Finance

South Derbyshire District Council

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CR12	Government Funding - a reduction in core funding	As a growth area, the Council's proportion of core (Government) funding is heavily reliant on the New Homes Bonus (NHB) and Business Rates, and this has started to reduce.	The Council's core funding was reduced by £418,000 between 2021/22 to 2022/23 and by a further £100,000 in 2023/24. If this trend continues, then the Council will need to review its income and expenditure ahead of the MTFP.	Financial	4	3	12	**Financial Planning** • The Council plans it finances over five years for the General Fund and 10 years for the Housing Revenue Account. Its financial target of achieving a minimum level of contingency balance on a rolling five-year basis allows for a planned and timely approach to address any financial difficulties. • The Medium-Term Financial Plan (MTFP) is regularly reviewed, updated, and reported to the Finance and Management Committee on a quarterly basis. **Current Financial Position** • Overall, the General Fund currently shows a healthy position due to the level of reserves, although the medium-term projection forecasts an increasing deficit in future years as it highlights increasing expenditure to meet the population growth, but a reduction in Government funding. • Projected budget deficits could be financed from reserves if required, although this would become unsustainable after 2025/26. • The Council has approved that no new revenue spending, over and above that approved by the Council in February 2023, is committed until the medium-term situation becomes clearer.	4	3	12	The Medium-Term Financial Plan is being kept under review and reported to the Finance and Management Committee on a quarterly basis.	No change in Q4.	Interim owner – Head of Finance (Strategic Director, Corporate Resources)
CR13	The Economy - the impact of the national economic situation locally.	Rising inflation and a gap in the supply of materials, services, and labour.	Rising costs, the availability of materials and pressure on recruitment and retention.	Financial	4	3	12	**Support for Local Businesses** • The Government has provided various funding and support for local businesses and residents to help them overcome the impact of Covid-19 and more latterly, with support for energy bills and the cost of living. **Regeneration** • In addition, major residential development has largely continued and following an initial downturn in planning applications in April 2020, they have since shown a strong and sustained upward turn. • The Finance and Management Committee approved a new capital investment programme of approximately £4 million on 8 October 2020 which is providing resources for investment in regeneration and community projects.	3	3	9	Keep under review through quarterly reporting.	No change in Q4.	Interim owner – Head of Finance (Strategic Director, Corporate Resources)

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								Treasury Management • The MTFP is not reliant on interest rates increasing from the current level to generate revenue on its reserves and balances. Recent increases in interest rates are a direct benefit to the Budget. • Apart from debt associated with its Council Housing, the Council is debt free. Regarding the HRA debt, this is now all fixed interest rates and is affordable within the Housing Revenue Account's financial plan. **Base Budget** • The Council's Budget for 2023/24 has included provision for increasing prices on fuel utilities and materials.						
CR14	Technology, Data and Security – keeping pace with developments in IT, together with the management and security of data	There is a potential security risk for running outdated or unsupported systems. Employees not following due process in relation to IT and data security.	There is potential to loss operational data and for reputational damage, together with possible fines, should a data breach occur.	Strategic	4	4	16	**IT Upgrades and Development** • The Council has an ICT replacement programme in place which directs hardware and corporate infrastructure upgrades. This is resourced through provision in the IT base budget, together with an IT Asset Replacement Reserve. New laptops, smartphones and an upgrade to Microsoft 365 was completed in 2020. **Security of Systems** • The Council is currently compliant with the Government's Public Services Network requirements. • Regular Internal Audit Reviews test the robustness of systems and the infrastructure with recommendations to strengthen the ICT environment being reported to and monitored by the Audit Sub-Committee. • Due to potential virus attacks, measures are in place to restrict Internet access and to control the use of mobile devices. • Continually updated and patched digital estate including firewall servers and antivirus. **Security of Data** • Regular briefings and guidance documents are issued to raise awareness of data and security issues. An E-learning package is	3	3	9	Induction process for all new starters as part of the employee lifecycle The Learning & Development Officer will provide quarterly reports to	No change in Q4	Head of Business Change, ICT, Digital

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								completed annually by all Officers with access to Council systems and equipment. • The Council's Data Protection Officer has direct access to the Leadership Team on matters concerning Information Governance. • Whilst staff have been working remotely communications have been sent to remind of the dangers of cyber-attacks. The security in place is the same for end users regardless of location therefore hardware and software need no special arrangements in response to COVID working practices, however staff are the first, last, strongest, and weakest chain in our defences. A mandatory Cyber Security e-learning package must be completed annually. A number of procedures and policies are also in place that mandate more secure ways of working such as no use of personal email addresses and devices, information classification and encryption. • The Council is currently upgrading its telephone infrastructure to enable full compliance with the Payment Card Industry (PCI) regulations. The implementation of actions to strengthen security and the safeguarding of data subject to PCI, are being monitored by the Audit Sub-Committee.				the Head of BC&ICT to confirm the % of staff who have completed the E learning training.		
CR16	Business Continuity	. Flu Pandemic Fuel Shortage Loss of Buildings ICT Failure	Loss of Service provision	Operational	3	4	12	• Some aspects of this risk can be transferred as business interruption cover is in place as part of the Council's Property Insurance Policy. • Business Continuity and Emergency Plans are in place and regularly reviewed in accordance with the Civil Contingencies Act. The Council buys in support from Derbyshire County Council to ensure that the Council's plans remain up to date. • Risk assessments and action plans are in place and resources made available to provide employees with the equipment to work from home wherever possible as well as access to resources to support their physical and mental health and wellbeing. • The Council continues to deliver all of its services. This is being undertaken within national guidelines and in conjunction with other agencies in Derbyshire. Guidance is being provided to staff and the public regarding on-going services and to help protect health and well-being. • A new Flexible Working Policy was implemented on Friday 1st July. This allows staff to work remotely and at different sites within the needs of customers and the Service.	4	2	8	. Regularly review of the Flexible Working Policy undertaken.	Further actions amended to remove the accommodation review and mitigating actions updated to advise reports submitted to F&M Committee in January and February 2023 on flexible working.	Interim owners Head of Organisational Development and Performance & Head of Corporate Property (Strategic Director, Corporate Resources)

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								• Reports submitted to F&M Committee in January and February 2023 on the implementation of the Flexible Working Policy,						
CR17	**Capacity and Resilience**	Recruitment/retention of difficult to recruit/retain posts.	The Council will be unable to deliver the key priorities set out in the Corporate Plan and in addition services will be severely impacted upon	Operational	4	3	12	• Market Value supplements is being explored and a report will be presented to Committee for consideration. • Job Evaluation Framework is being reviewed and a report will be presented in 2023/24. • A Market Supplement Policy and Procedure is to be progressed. • Job evaluation scheme to be reviewed.	3	2	6		A market supplement policy and procedure has been drafted and submitted to Leadership Team and the Trade Unions for comment. A separate report on the continuation of additional payments for HGV drivers and Mechanics was approved by Committee in Oct 2022 and March 2023.	Head of Organisational Development & Performance
CR18	**Terrorism and potentially violent situations**	As a public body there is a potential for the Council and its workforce to become a target.	From time to time, members of the workforce do face individual threats while undertaking their duties.	Operational	3	4	12	• Lone working systems in place including a 'Solo-Protect' warning and call for assistance system. • A Potentially Violent Persons Policy and Risk Register are in place. • Alarms and warning system in place in the Civic Offices.	3	3	9	Monitoring and review of systems in place; learn from incidents and near misses.	No change in Q4.	Interim owners Head of Organisational Development and Performance & Head of Corporate Property (Strategic Director,

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														Corporate Resources)
CR19	**Statute and Regulation**	Failure to meet requirements.	There is no recent evidence to suggest any significant issues; the impact would depend on the nature of the failure.	Compliance	2	3	6	• This applies to many Council services. In general, the necessary skills and resources are in place to ensure that the Council meets its statutory duties. In addition, the Council's Constitution, policies and procedures aim to support strategic and regulatory delivery. *Note: Some aspects of this risk can be transferred as the Council has insurance cover in place. If the failure rises due to an action of an employee during the normal course of their duties, it is covered under the Official Indemnity (accidental or negligent act) or Professional Indemnity (breach of professional duty) Policies.*	1	3	3	Keep under review. Continue training and awareness for staff.	No change in Q4.	Interim owner Head of Legal and Democratic Services and Monitoring Officer (Strategic Director, Corporate Resources)
CR20	**Health and Safety**	The potential to contravene Health and safety procedure, practice and legislation through non-adherence to safe systems of work, risk assessments and associated work practices.	Serious harm through incidents and near misses	Compliance	4	4	16	• The Council employs a Health and Safety Officer. • All employees are provided with the relevant training, resources and PPE required for their role. • An on-going training programme is in place for all staff and for parts of the workforce where there is a greater risk of an accident. • Incidents and near misses are logged, reported and reviewed corporately and any major incidents are investigated to review procedures. • Risk assessments are regularly undertaken, and procedures updated when necessary. • Monthly and quarterly meetings are held to review health and safety performance and compliance. • An independent review of the Councils Health and Safety Culture and Behaviour is planned to be completed early 23/24	3	2	6	Monitoring and review of incidents and near misses.	No change in Q4.	Head of Organisational Development & Performance

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CR21	**Managing the environmental impact of incidents across the District**	Incidents arising directly from actions by the Council in the provision of its services. For example, an oil spill which contaminates land or water courses	Impacts on environment and economy; increased risk of major events: potential for litigation; reputational damage.	Strategic	2	3	6	• The Council has plans in place through Emergency Planning to manage the environmental impact of any incidents across the district. • The Council is accredited to the prestigious international ISO 14001 standard for Environmental Management. • The Council has also declared a "Climate Emergency" and has a Corporate Steering Group to oversee an action plan to reduce the Council's carbon footprint and become carbon neutral as an organisation by 2030. (**See Risk below**)	2	2	4	A review of the Local Resilience Forum (LRF) at Derbyshire County Council during 2023 may require change to local emergency management arrangements	Further actions updated to include the review of the LRF at Derbyshire County Council.	Head of Environmental Services
CR22	**Climate Emergency**	The failure of the Council to achieve carbon neutrality for its operations by 2030 and carbon neutrality for the District by 2050.	Impacts on environment and economy; increased risk of major events: potential for litigation; reputational damage.	Strategic	4	3	12	• Achievement of the carbon reduction ambitions are mainly vested in our **Climate and Environment Strategy** and **Climate & Environment Action Plan.** • The Action Plan contains planned and programmed actions and will be reviewed annually. It will quantify the estimated net financial costs and net carbon savings associated with the contents of the Plan. The Plan will calculate the contribution of the Plan to the carbon reduction trajectory, along with the calculated shortfall in carbon reductions. Attaining the targets in the Plan is one of the Corporate Plan Key Performance Indicators. Whist the action plan has been agreed it does contain several actions where funding has not been committed. • The Strategy and Plan have identified the main carbon emissions sources. The Council will be alive to the many and various windfall opportunities for interventions in between the annual Plan revisions where these are considered likely to make significant impacts on reducing emissions. • Emerging statute is expected to exert significant influence over the Council's operations and indirect influence in relation to climate change.	4	3	12	Annual monitoring and review of the Climate and Environment Action Plan. Next Plan Aug 2023 Carbon Emissions Report for 2022/23 to be published in Aug 23 Funding bid to decarbonise Civic Way offices was rejected. Funding bid for social housing was approved. Funding bid for private sector housing not yet announced.	Update to further action on funding bids.	Head of Environmental Services
CR23	**Internet Connection**	The effects of the internet connection becoming unavailable for a length of time would be a major incident.	Most applications whether they are onsite or hosted will need the Council's internet connection to be active for their use. There is only one ISP in Swadlincote. Therefore, if the cable is damaged or	Strategic	2	4	8	• New RA02 Circuits are being procured which have been specified with a resilient line. Although full resilience isn't proved due to a single supplier, the lines are coming from different exchanges so both would have to be out of service for a total loss of connection. • There are options to make some services available over alternative connections, be that personal or business, if needed. • Smartphone users can use the mobile data connection to access outlook and teams, etc.	2	3	6		No change in Q4	Head of Business Change, ICT, Digital

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			the service is disrupted, no internet connection will be available.											
CR24	**Technical Resource**	The Council relies on a small pool of technical specialists and support operatives to keep the organisation operational	Availability of resource to conduct and support Council meetings. Availability of resource to support day to day operations and projects.		3	3	9	• The COVID-19 Fund is being used to finance an agency resource. The introduction of the post has offered relief for first line calls and Committee meetings. • The agency resource is more expensive than an established post and is not a permanent solution.	3	2	6	ICT structure will be reviewed in-line with corporate employment and operating model. Continually review and monitor support tickets	No change in Q4	Head of Business Change, ICT, Digital
CR26	**Supply Chain**	National shortage of drivers to undertake HGV driving. There is fast becoming a global shortage of microchips and some vehicle manufacturers have suspended production of new vehicles,	. Changes to IRS rules have led many agency drivers to take permanent positions. Could potentially impact fleet purchases and the supply of computer equipment.		4	3	12	• **National shortage of HGV drivers/production of new vehicles:** Training opportunities for existing employees are still in place. There are two vacant driver posts, and three have been recruited, 2nd year of driver salary supplement agreed. • **New apprentice scheme for HGV mechanics, one apprentice to start each academic year and provide a continual stream of qualified mechanics for the service.** • £10k salary enhancement agreed for HGV mechanics, to support recruitment and retention of staff. • A report on the continuation of additional payments for HGV drivers and Mechanics was approved by Committee in Oct 2022 and March 2023.	4	3	12	HGV apprenticeships are an option if driver training is not taken up by existing staff. Management is in constant discussions with local agency driver suppliers to secure additional cover. 30 weeks lead period for new RCV's.	Mitigating actions updated to confirm that 3 vacant HGV driver posts have been recruited to in Q4, 2 vacancies remain and will be advertised in Qtr1 23/24. (Operations) A report on the continuation of additional payments for HGV and mechanics has been approved by Committee.	Head of Operational Services

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					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
								• **Global shortage of microchips:** No immediate concerns over purchase of new vehicles, if situation deteriorates then the Team will look to source ex-demonstrator vehicles or nearly new/used vehicles. Short-term hire will also be considered where appropriate. The shortage of semiconductors, a key component part in almost all modern electronics, is having a large effect on production of many products. Cars and computer equipment are high profile products to suffer supply chain problems. The only way to combat this problem in relation to purchase of new equipment is to order early and allow up to six months for delivery. Where practical and financially viable orders can be made before the need arises. A good example could be purchase of a new laptop after members approve the post rather than after the candidate has accepted the post and will be starting in a matter of weeks. • NOVUS and other contractors have been able to secure alternative supplies/products. The shortage of materials has now translated into an increase in materials prices of between 20-25%. This will likely be reflected in having to renegotiate rates for some repair and maintenance works. • SDDC have procured additional repair material provider (Travis Perkins) to provide certainty of supply, higher risk now of skilled labour shortage. • New rates have been agreed for repair and maintenance work streams. • An additional contractor has now been procured through the Efficiency East Midlands Framework to complete work on voids properties.				Renegotiation of programmes/rates for major improvement schemes.	No change in Q4 (ICT) Mitigating actions updated to include additional contractor capacity for void properties has now been secured.	Head of Business Change, ICT, Digital Head of Housing

South Derbyshire District Council

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY Strategic Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
CR27	External audit of the Council's accounts	Increased length in time for the external audit of the Council's accounts.	Making decisions, managing finance challenges, and planning for the future with limited assurance about the underlying financial position.	Financial and Compliance	2	3	6	• The Council's accounts and outturn position is reported annually in July. • Annual reporting satisfies stewardship and accountability for public resources. • Government returns are completed quarterly and annually giving comparators to previous years, which highlights major discrepancies.	2	3	6	Government/CIPFA recommendations for improvements to the service to be kept under review.	New risk No change in Q4	Head of Finance

Risk Matrix Template

The table below outlines how the impact and likelihood of the risk is scored using the threshold and description as guidance.

Impact				
Very High (4)	4	8	12	16
High (3)	3	6	9	12
Medium (2)	2	4	6	8
Low (1)	1	2	3	4
	Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)

Likelihood

12-16	Significant Risk
6-9	Medium Risk
1 - 4	Low Risk

Impact	Thresholds and Description
1 – Low	Limited impact on service objectives if any, section objectives unlikely to be met, financial loss less than £10,000, no media attention

2 – Medium	Slight delay in achievement of service objectives, minor injuries, financial loss over £50,000, adverse local media attention, breaches of local procedures
3 – High	Significant threat to Council objectives. Non-statutory duties not achieved, permanent injury, financial loss over £100,000, negative national media attention, litigation expected, serious issues raised through inspection, breakdown of confidence of partners.
4 – Very high	Objectives cannot be delivered. Statutory duties not achieved, death, financial loss over £500,000, adverse national media attention, litigation almost certain, prosecutions, breaches of law, inspection highlights inadequate service, Council unable to work with partner organisation

Likelihood	Thresholds and Description
1 – Remote	May occur only in exceptional circumstances (e.g. once in 10 years)
2 – Possible	Unlikely to occur but could at some time (e.g. once in three years)
3 – Probable (in two years)	Fairly likely to occur at some time or under certain circumstances (e.g. once in two years)
4 – Highly probable (in 12 months)	Will probably occur at some time or in most circumstances (e.g. once in 12 months)

Corporate Risk Matrix

The below table summarises the risk likelihood and impact for risks after controls have been put in place to mitigate the risk.

Impact	Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)
Very High (4)				
High (3)	CR3, CR19	CR23, CR27	CR13, CR14, CR18	CR12, CR22, CR26
Medium (2)	CR7, CR8,	CR2, CR4, CR21	CR9, CR17, CR20, CR24	CR16
Low (1)	CR10, CR11, CR15	CR1		

Likelihood

CR1	Universal Credit (UC)	Ongoing changes to the welfare system and Universal Credit impact on resources in Benefits and Customer Services.

CR2	Fraudulent activities	The possibility of fraud being undetected.
CR3	Procurement Services	Limited resources to enable good quality advice and support for Services.
CR4	Public Building	Ensuring public buildings are safe and have adequate repair budgets to ensure they remain fit for purpose.
CR7	Payroll Service	There is no additional capacity or expertise within the team to cope with any down time so the risk of.
CR8	Payroll Software Contract Expiry	The contract expires in May 2025.
CR9	Transformation Compliance	Committing to already allocated resources or finances of projects outside the annual work programme for ICT and Business Change
CR10	Banking and Counterparty Limits	Authorised signatories being unavailable, Internet failure resulting in no access to the bank accounts.
CR11	Failure of systems external to Finance	The Academy system interfaces data for Housing Benefit, Council Tax and Business Rates daily. The AIM system interfaces cash files daily.
CR12	Government Funding	A reduction in core funding
CR13	The Economy	The impact of the national economic situation locally.
CR14	Technology, Data and Security - keeping pace with developments in IT, together with the management and security of data	There is a potential security risk for running outdated or unsupported systems. Employees not following due process in relation to IT and data security
CR15	Technology and Data – quality of performance data.	Inaccurate monitoring and reporting of performance data
CR16	Business Continuity	Flu Pandemic, Fuel Shortage, Loss of Buildings, ICT Failure
CR17	Capacity and Resilience	Service demand and loss of skills
CR18	Terrorism and potentially violent situations	As a public body there is a potential for the Council and its workforce to become a target.
CR19	Statute and Regulation	Failure to meet requirements.
CR20	Health and Safety	the potential to contravene regulations through bad practice.
CR21	Managing the environmental impact of incidents across the District	Incidents arising directly from actions by the Council in the provision of its services. For example, an oil spill which contaminates land or water courses
CR22	Climate Emergency	The failure of the Council to achieve carbon neutrality for its operations by 2030 and carbon neutrality for the District by 2050.

CR23	Internet Connection	The effects of the internet connection becoming unavailable for a length of time would be a major incident.
CR24	Technical Resource	The Council relies on a small pool of technical specialists and support operatives to keep the organisation operational
CR26	Supply Chain	EU shortage of materials to manufacture coloured plastic. National shortage of agency drivers to undertake HGV driving. There is fast becoming a global shortage of microchips and some vehicle manufacturers have suspended production of new vehicles,
CR27	External audit of the Council's accounts	Increased length in time for the external audit of the Council's accounts.

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 7
DATE OF MEETING:	08 JUNE 2023	CATEGORY: (*See Notes*) DELEGATED or RECOMMENDED
REPORT FROM:	STRATEGIC DIRECTOR (SERVICE DELIVERY)	OPEN
MEMBERS' CONTACT POINT:	CATHERINE GRIMLEY (**catherine.grimley@southderbyshire.gov.uk**)	
SUBJECT:	CONSULTATION OF CUSTOMER ACCESS STRATEGY 2023-2026	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: (*See Notes*)

1.0 Recommendations

1.1 Committee considers and approves the Customer Access Strategy for public consultation.

1.2 Committee considers and approves the scoping document that outlines the parameters for consultation.

1.3 The Customer Access Strategy and supporting documents will be returned to a future committee meeting for final approval.

2.0 Purpose of the Report

2.1 To gain feedback from Committee members on the draft Customer Access Strategy, scoping paper and key project plan to inform the final document and work packages.

2.2 To gain approval from committee to progress the Customer Access Strategy consultation as detailed in the scoping paper.

3.0 Executive Summary

3.1 South Derbyshire District Council is currently developing its Customer Access Strategy. The aim of the strategy is to shape how the Council will serve its customers in the years to come, and to define the projects and initiatives it needs to deliver in order to achieve its ambitions.

3.2 It is important to define the scope of the strategy and to do this a customer definition is required. In terms of this strategy the 'customer' is defined as all those who benefit

from the services we provide, and therefore, everyone in the chain that supports the final delivery of front-line services, has customers. Our customers are those people for whom we work to commission, contract, deliver, and enable services. They are also local citizens, or people coming into the South Derbyshire area to work or visit. They may be direct service users, employees of the council, employees of other organisations, elected members or partners.

3.3   The Customer Access Strategy will set out how we will improve access to our services for our customers. We want to make dealing with the Council as quick and easy as possible, making the best use of technology whilst working in a cost-effective way. We want customers to have the best possible experience when they use our services, and we recognise that people contact us in many ways – one size does not fit all.

3.4   This strategy will outline how we will develop a variety of access channels for our customers and continue to improve the quality and consistency of our services, outlining principles which will guide the design and delivery of services. Most of all though we want to commit to seeing customers as people and ensuring that systems work for them.

3.5   Everyone in the Authority has a role to play in putting customers first and ensuring that we are truly meeting their needs. This strategy will be supported by robust monitoring of clear and transparent standards that customers can understand and expect.

3.6   The draft strategy is heavily informed by the following existing strategies and plans:

- Corporate plan 2020-2024
- Transformation & Business Change Plan 2020-2024
- Equality, Diversity and Inclusion Action Plan 2021-2025

3.7   The Customer Access Strategy and Key Project Plan is our proposal for the channels we will use to deliver services to, and interact with, our customers. It explains how we will meet the contact demands of our customers using the resources we have available with the needs of the customer being our priority. It is also imperative that we continue to move forward with the digital changes needed to meet the needs of our customers.

3.8   The new Customer Access Strategy 2023 to 2026 will set out how, while facing increasing budget pressures, we will further strengthen customer relationships, improving experience and increasing satisfaction, by working closely with our customers to ensure our services are provided in the way our customers require them.

4.0   Detail

4.1   The starting point for the creation of the draft strategy began with an assessment of existing current customer access across the council. This was followed by an assessment of the commitments laid down in the key informing strategies detailed above.

4.2   The strategy and action plan sets out the context for the current work intended to make the Council easier to connect with for residents, visitors, businesses and other stakeholders. We want to put our customers at the heart of everything we do, reflecting their feedback in the design and delivery of services, and to provide appropriate support to those who need it, ensuring that customer experiences are easy, effective and convenient.

4.3 From this process, a draft Customer Access Strategy was created that includes three overarching customer access commitments that were developed to aid consultation and discussion.

ACCESS	*We will provide clear, consistent and accessible services to all our customers*
CONTACT	*Improve the way our customers can contact us*
ENGAGE	*Engage our customers and keep them up to date*

4.4 The Council plan to consult with a wide variety of audiences to test the three customer access commitments and proposed projects within the key project plan.

The stakeholder groups identified include:

- The Transformation Steering Group
- Employee Forum
- Area Forum
- Council Members
- Local Community Representatives and/or groups through the assistance of the CVS
- Residents, Customers and Businesses, including key groups such as housing tenants.
- Trade unions

4.5 A Scoping paper (appendix 2) has been created in order to map the consultation process and further details the wide audience we intend to reach out to for feedback.

4.6 This consultation is expected to last up to twelve weeks. Following evaluation of all feedback received the strategy will then be bought back to F&M Committee for final approval before publication.

4.7 The introduction of an enhanced customer experience and multi-channel action plan has previously been identified in the Transformation and Business Change Plan as a core building block of the Councils future success. As such, provision has been identified to resource the projects required internally, indeed members have already agreed several of the projects needed for delivery.

4.8 Projects will be subject to the corporate project management methodology and shall be overseen by the Head of Business Change, Digital & ICT in line with current process. Progress on these projects will be reported through existing routes, with a particular focus on the annual summary report.

5.0 Financial Implications

5.1   There are no financial implications arising from this report. Any costs associated with producing the consultation documents will be taken from existing departmental budgets. Costs for projects outlined in the Key Action Plan will be subject to standard processes which will stress test the business case through the PMO and Transformation Steering Group and subsequently present a report to Finance and Management committee as appropriate.

6.0   Corporate Implications

Employment Implications

6.1   There are no employment implications arising from this report.
Legal Implications

6.2   There are no legal implications arising from this report.

Corporate Plan Implications

The Customer Access Strategy will contribute towards the following Corporate Plan targets:

- E2.1A - Reduce South Derbyshire District Council carbon emissions.
- P3.1A Increase the number of customers who interact digitally as a first choice.
- P3.2A Reduce face-to-face contact to allow more time to support those customers who need additional support.
- P3.3A Number of customer telephone calls answered by Customer Service
- P3.3B Increase digital engagement (Twitter, Instagram, Facebook)
- F3.1A Deliver against the Transformation Action Plan

Risk Impact

6.3   There are no risks arising from this report.

7.0   Community Impact

Consultation

7.1   With the assistance of the CVS, community representatives and groups will be asked to consider our draft Customer Access Strategy. We are keen to understand if they think there is anything else the Council could do to ensure its services are accessible to all and in particular the groups they represent.

Equality and Diversity Impact

7.2   A full EDIA will be completed as part of the Customer Access Strategy Consultation process. The strategy will have a positive equalities impact by enabling an increased focus on digital inclusion and accessibility. Enabling those residents who are able to self- serve to do so will also help us to focus our support on those who need it. We are also keen to engage with individuals or organisations that have an interest in any of the protected characteristics set out in our Equality, Diversity, and Inclusion Action Plan, hence our contact list will mimic those consulted as part of that exercise.

In order to ensure there is fair and equal access to the consultation we will need to offer a range of engagement options which include:

- Face to face - CVS to co-facilitate with SDDC.
- Virtually - via 'Teams'
- Telephone conference
- Email – CVS to distribute the consultation pack to all groups identified in the District

Social Value Impact

7.3   The Customer Access Strategy will improve social value outcomes by enabling residents to have improved access to services, information and advice in the way that suits them most.

Environmental Sustainability

7.4   There are no risks arising from this report.

8.0   Conclusions

8.1   The three Customer commitments and the Key Project Plan will help us to achieve the overall aims of the Council ensuring the customer comes first, such as first-time resolution, and adding value to the user and working as a single organisation.

8.2   The successful delivery of this strategy will result in a real positive change to the way in which our customers will access our services. New technologies will be exploited to make access even easier and a wide range of departments will be working closer together in order to integrate service delivery.

9.0   Background Papers

9.1   Appendix one – Draft Customer Access Strategy 2023-2026

9.2   Appendix two – Draft Customer Access Scoping Paper

9.4   Appendix three – Customer Standards

Customer Access Strategy

Together we're putting our customers at the heart of all we do

www.southderbyshire.gov.uk

South Derbyshire District Council

Need this information in a different way?

We recognise that people who request or receive information from us, may need it provided in a different way.

- We want everyone to be able to understand us.

- We want everyone to be able to access our information.

- We want to communicate effectively with you.

We offer SignLive, which provides online video interpreting.
On request we will provide other formats including large print; Braille;
British Sign Language DVD; easy read; audio and electronic formats;
and translations of written materials into other languages.

Please contact us: Email: customer.services@southderbyshire.gov.uk

South
Derbyshire
District Council

Foreword

Providing excellent customer service is at the heart of everything we do.

This is the ambition of this Customer access strategy: to make sure our customers receive the best service possible – whether this is a resident paying their Council Tax or housing rent, tenants looking to a new home or start up businesses making enquiries about new premises.

No matter who you are or why you need to contact us, we are committed to ensuring you are satisfied that you have received a response from us in a timely way.

We remain committed to the principles of equality, diversity and inclusion and this strategy shows how we will build on the customer service we currently provide over the next three years to give all our customers equal access to the services we provide.

We will also continue to work with partners to signpost people to other services available in the district.

We are proud of the services we provide and it remains our vision to make South Derbyshire a great place to live, visit and invest.

Dr Justin Ives
Chief Executive

Councillor Robert Pearson
Council Leader

Our Corporate Plan

Our vision is to make South Derbyshire a great place to live, visit and invest.

Our three key priority areas are:
our environment, our people, our future.

Our environment

Improve the environment of the district ▶ Tackle climate change ▶ Enhance the attractiveness of South Derbyshire

Our people

Engage with our communities ▶ Supporting and safeguarding the most vulnerable ▶ Deliver excellent services

Our future

Develop skills and careers ▶ Support economic growth and infrastructure ▶ Transforming the Council

Our customer access strategy aims to deliver on key aims outlined under the above themes including:

Deliver excellent services

- Ensure consistency in the way we serve our customers
- Use methods of communication for customers to provide and receive information
- Use technology to effectively connect with our communities

Transforming the Council

- Provide modern ways of working that support us to deliver services to meet changing needs

Take pride in our place

OUR ENVIRONMENT

Together we will:

Have respect for everyone

OUR PEOPLE

OUR FUTURE

Achieve excellence in all we do

Why do we need a customer access strategy?

Our Customer Access Strategy 2023 to 2026 sets out how we will further strengthen customer relationships, improve experiences and increase satisfaction. We will ensure our services are provided in the way our customers require them.

Our customers are at the heart of what we do. Our strategy will focus on the whole organisation, shaping how the Council will continue to transform service delivery; providing excellent service to customers and delivering value for money to the taxpayer.

In order to meet the needs of customers, South Derbyshire District Council must provide services that are :-

- Easily accessible
- Simple to use
- Effective
- Streamlined
- Convenient
- Cost effective
- Robust
- Secure

Provide clear, consistent and accessible services to all our customers

Ensure consistency in the way we deal with our customers and provide modern ways of working that support us to deliver services to meet changing needs.

What we will do:

- Launch new digital services that are easy to access such as web chat – whether by computer, your tablet, by phone or via social media.

- Adopt Plain English across all our services and ensure our information is easy to understand.

- Use images where possible so more customers can self-serve, even if they face language or literacy barriers.

- Review our website content and continuously review the search words and phrases our customers use, so our online search results are more accurate.

- We recognise that access to our services through digital means is not available to everyone, therefore we will ensure that customers can continue to contact us and receive our services face to face where necessary.

- Ensure our services are designed to support customers with additional needs and we will support and continue to promote initiatives such as SignLive and the Sunflower Scheme.
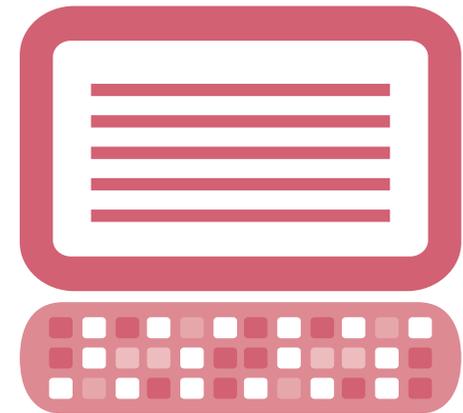
Improving the way customers can contact us

Ensure technology enables us to effectively connect with our communities and provide modern ways of working that support us to deliver services to meet changing needs.

What we will do:

- Make it easier for customers to book and pay for events, report local issues and request services.

- We will encourage customers to upload digital copies of documents online, instead of asking them to provide original paper versions.

- Receive the majority of calls in our contact centre, so that we can handle more queries at first point of contact.

- Ensure customers benefit from the best possible technological enhancements – from call recording software, through to compliant payment processes.

- Publish as much information on our website for our customers to access quickly and easily.

- Continue to offer a range of social media channels for customers to interact with the Council.

- Provide and promote assistive technologies including interpretation and other services to support all our customers.

Engage our customers and keep them up to date

Have in place methods of communication that enable customers to provide and receive information.

What we will do:

- Develop and promote online customer account facilities to show customers their history of transactions with the council, allow them to check on progress and request further help and support, across our services – from housing, planning and waste and recycling, through to environmental health and Council Tax.

- Introduce ongoing engagement with our customers to better understand their needs to help inform future services.

- Learn and listen to enable us to understand our customers' needs better - such as recognising when a customer has individual needs such as large print documents, or are classed as vulnerable.

- Introduce real time technology to enable our customers to be kept up to date with their service requests – such as letting someone know their bulky waste has been collected.

- Develop a series of informative email/SMS responses, so customers know what to expect, when they will get a response, and what the next steps are where appropriate.

Next Steps

The Customer Access Strategy will be supported by a detailed Operational Plan aligned to our Corporate Plan, Digital First and Infrastructure Strategies.

We have developed customer standards which will focus on improving Council's responsiveness to customers, improve accountability and embed customer experience principles in our daily culture.

We will publish and report on our journey to improve customer experience and continually engage with and listen to customers to improve their experience when contacting us for help, information, advice or support.

If you would like more information on this strategy please contact customer.services@southderbyshire.gov.uk

South Derbyshire District Council

Scoping document
Customer access strategy and consultation approach

Date: June 2023

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1. Background

South Derbyshire District Council is currently developing its Customer Access Strategy.
The aim of the Customer Access strategy is to shape how the Council will serve its customers in the years to come, and to define the projects and initiatives it needs to deliver to achieve its ambitions.

The strategy is heavily informed by the following existing strategies/plans.

- Corporate Plan 2020 – 2024
- Transformation Plan 2020 – 2024
- Equality, Diversity and Inclusion Action Plan 2021 – 2025

2. What is an access strategy?

South Derbyshire District Council has a responsibility to provide excellent services to the public and value for money to the taxpayer.

The channels through which public services are delivered and by which the public has contact with the authority, (be that via telephone, online, in person or via other means) are a critical part of public service provision and there is an ongoing impetus for them to be managed effectively and efficiently for everyone.

An access strategy is our plan for the channels we will use to deliver services to, and interact with, our customers. It explains how we will meet the contact demands of our customers using the resources we have available bearing in mind the needs of the customer. It is imperative that we do move forward with the digital changes needed to meet the needs of our customers.

Our residents want to access our services quickly and efficiently from different locations using an increasing number of different devices. In response to this, the Council need to implement a Customer Access Strategy. This strategy sets out our commitment and approach to working with and for the people who live, work and visit South Derbyshire and who use our services. The strategy explains how we will meet the demands of our customers using the resources we have available. Channels that are efficient and effective deliver services that customers desire without wasting time, money or effort for either the customer or the Council.

We want local people to feel valued by their Council, trust us and have excellent customer experiences in their dealings with us, whatever channel they choose. It cuts across all services within the Council and as such will require support from all areas.

3. How the draft strategy and commitments have been formed

The starting point for the creation of the draft strategy began with an assessment of existing current customer access across the council. This was followed by an assessment of commitments laid down in the key informing strategies (detailed above) as well as other relevant council strategies.

From these exercises, a set of draft customer access strategy principles were developed to aid consultation and discussion. These were used to guide a period of internal consultation that has taken place between;

- Heads of Service and key staff
- Customer Services Team
- Leadership Team

From this process, a draft Customer Access Strategy was created that includes three customer access commitments that were built using internal feedback:

- **ACCESS** - We will provide clear, consistent and accessible services to all our customers
- **CONTACT** - Improving the way our customers can contact us
- **ENGAGE** - Engage our customers and keep them up to date

The draft strategy also details the projects that the Council envisages will help to deliver the above commitments. The draft strategy has been subject to a light touch equality impact assessment to ensure no protected characteristics as identified in the Equality Act have been negatively affected. A further Equality Impact Assessment will be carried out before the plan is finally approved.

3. Consulting on the draft strategy

The team now plan to consult with a wide variety of audiences to test the three customer access commitments and proposed projects within the draft Customer Access Strategy.

The stakeholder groups identified include:

- The Transformation Board
- Customer access focus group (comprised of staff)
- EDI Steering Group
- Council Members
- Local community representatives/groups
- Wider staff and trade unions
- Residents, customers and businesses, including key groups (such as housing tenants).
- Area Forums

Please note that the dates listed below are draft currently and will be subject to change, based on feedback and other emerging priorities.

1. **Consultation with Council Members June 2023**

The draft customer access strategy and plan will be presented to elected members at Finance and Management Committee in March. The ambition will be to test out the draft Customer Access Strategy and to identify any areas of concern or opportunity. The team will be asking Council Members to identify any concerns members have in relation to their ward residents and any access issues they have currently or have experienced in the past.

The plan will be updated based on feedback.

2. **Consultation with the Council's Transformation Board (ongoing progress updates)**

Many of the projects identified within the draft strategy are based on the delivery of technological solutions. The team plans to consult with the Council's Transformation Board, the remit of which is to deliver the Council's Transformation Plan, to ensure that the Customer Access Strategy dovetails into the Board's existing commitments and any new projects can be practically delivered.

The plan will be updated based on feedback.

3. **Local community representatives/groups Commencing June - August**

With the assistance of the CVS, community representatives and groups will be asked to consider our draft Customer Access Strategy. We are keen to understand if they think there is anything else the Council could do to ensure its services are accessible to all and in particular the groups that they represent.

We are also keen to engage with individuals or organisations that have an interest in any of the protected characteristics set out in our Equality, Diversity, and Inclusion Action Plan, hence our contact list will mimic those consulted as part of that exercise.

In order to ensure there is fair and equal access to the consultation we will need to offer a range of engagement options which include:

- Face to face - CVS to co-facilitate with SDDC.
- Virtually - via 'Teams'
- Telephone conference
- Email – CVS to distribute the consultation pack to all groups identified in the district

The Council will provide the CVS with a consultation pack including a covering letter from the Chief Executive and Leader of the Council.

The CVS will.

- ➢ share the consultation pack with the groups identified
- ➢ manage the consultation process to ensure all attendees for each of the sessions are, recorded, diarised and shred with the Council
- ➢ contact and groups who have not responded to the consultation pack to encourage them to take part in the consultation by identifying most suitable method of consultation
- ➢ provide recommendations on best approach for undertaking consultation with the groups identified
- ➢ Identify if an interpreter is required and source accordingly
- ➢ Source a meeting room for face-to-face meeting
- ➢ attend the sessions as required
- ➢ facilitate the sessions and discussions as required

The customer access strategy will then be updated based on the report that CVS produce following their consultation.

4. **Discussion at the Equality, Diversity and Inclusion Steering Group** June 2023

We are also keen to engage with individuals or organisations that have an interest in any of the protected characteristics set out in our Equality, Diversity, and Inclusion Action Plan therefore the draft strategy will be discussed at the next EDI Steering Group.
The plan will be updated based on feedback.

5. **Consultation with employee forum, and trade unions** June – August 2023

We will consult with staff and the trade unions.
Trade Unions will be asked to highlight whether they are supportive of our draft Customer Access Strategy, and whether they foresee any employee relation issues arising from the plan.

Staff will also be asked to give their views on the draft strategy and plan as part of the wider public consultation (see below).
The plan will be updated based on feedback.

6. **Consultation with residents, customers and businesses, including key groups such as Community Area Forums** June 2023 onwards

Once all the feedback from the above consultation exercises has been gathered, the document will be published on the Council's website for wider consultation with residents, customers and businesses. The consultation will be signed off by Leadership Team prior to publication.

The primary consultation will take the form of simple a questionnaire that asks questions in relation to the plan. This will also be accompanied by a request for people to send in more in-depth views should they wish to.

Whilst not yet identified, where any specific mailing lists exist (for example business networking groups or tenancy groups) these will be written to individually to signpost the consultation and encourage them to take part.

Customers will also have the opportunity to feedback on our strategy through completing the questionnaire face to face at the Civic Offices or via the telephone with the Customer Services Team.

The consultation will run for approximately 12 weeks. The plan will be updated based on feedback.

7. **Equality Impact Assessment** June 2023

Following the above consultation, the final draft plan will be created that reflects the feedback gathered from all stakeholders.

This version of the plan will be subject to a further Equality Impact Assessment which will consider the impact of the plan on the community as well as protected characteristics as set out in the Equality Act 2010, which include age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

8. **Approval of the final strategy and action plan** September/October 2023

Finally, the Customer Access Strategy and Action Plan will be shared with Leadership Team for final approval, before being submitted to Full Council for approval.

If you have any questions, please email catherine.grimley@southderbyshire.gov.uk

ENDS

Customer services standards

Staff guidelines, hints and tips

South Derbyshire District Council

Please follow these guidelines to ensure your customers receive a good and appropriate service when contacting the Council.

Telephone response guidelines

→ When answering an **external call**, please give a polite greeting - state your department, Council's name and ask how you can help. For example – **'Good morning, Customer Services, South Derbyshire District Council, how can I help you?'**

→ When answering an **internal call**, please state your department and name, together with a polite greeting.

→ Before closing a call with a customer check you have answered their query in full and ask whether there is anything else you can help them with.

→ If you have not answered their query in full, please give a timescale for when you will aim to contact them next, and outline how you will communicate with them (call them back, email, letter etc).

→ Thank the customer for their call before ending each call.

→ If you answer someone else's phone, please take a detailed message including:

- Time of call.
- Name and address of caller.
- Number and email (where possible) of caller – please check this with the caller to ensure you record it correctly.
- Brief description of reason for call.
- Ask how urgent the call is and whether the caller needs a response by a set time.

- Explain to the caller which team/officer you will forward their message to and provide their contact details.
- Alternatively, where appropriate direct callers to a team telephone number/email inbox.
- Please send the message in a timely manner to the relevant recipient.

Please follow our MSTeams guide so your Teams voicemail is set up and follow the corporate formats detailed on pages 4 and 5.

Telephone management guidelines – individual direct dials

If you are not part of a hunt group or do not log into an IVR (Interactive Voice Recognition) system:

➡ If you have a **softphone**, please include your direct dial telephone on your email signature. If your softphone is not receiving calls, please make sure your desk phone is plugged in. You will also need to check it is not set to 'do not disturb'. If you are unsure please speak to IT.

➡ If you **work mainly at home and do not need a softphone/ handle external calls** (but have a desk phone at work that you do not use regularly), please do not include your desk phone number on your email signature. Instead please record a voicemail message on your desk phone that details an alternative route to service (for example your works mobile number, your email address, or the email address of a team inbox).

➡ If you **work flexibly**, both in the office, at home and on site, please record a detailed voice mail message on your desk phone, including an alternative route to service, so that customers know how to reach you when you are not at your desk.

➡ If you are **going on planned leave**, please record a detailed voice mail message including your return date and an alternative route to service on all your devices, including Teams.

➡ Alternatively, divert your desk phone to a colleague's work phone who will be available to take your calls whilst you are unavailable. **Please avoid diverting desk phones to works mobiles as it is costly. Speak to IT if this is absolutely necessary.**

➡ If a colleague **goes on prolonged sick leave** (2 plus days), please raise a Hornbill ticket to request their voicemail is forwarded to an email address (either a shared team inbox or the inbox of a colleague who can action any customer requests in their absence).

➡ Please check your voicemails across all your devices daily. Respond to any urgent queries immediately and respond to all others in a timely manner.

Please ensure your voicemail message on all your devices follows the corporate format (see page 4) and is up to date at all times, including on your desk phone/ softphone, works mobile and Teams.

To find out how, read the telephone guides.

Telephone management guidelines – hunt groups

If your service area handles a large number of phone calls from customers, we recommend you set up a hunt group, so that customer calls will automatically hunt around your team's telephones.

➡️ If you are part of a hunt group please make sure you stagger your breaks to ensure there is always someone available to answer calls as part of the hunt group.

➡️ Please plan annual leave across your team to ensure telephone calls are continually supported and continuity of service to customers is maintained.

➡️ Please regularly review your voicemail message to ensure it is up to date and notifies customers of what to do if they need urgent support (for example a bank holiday or where all team members may be unavailable).

➡️ Please check your voicemails daily. Respond to any urgent queries immediately and to all others in a timely manner.

➡️ To set up a hunt group, raise a Hornbill request.

Please follow the corporate voicemail message format:

Standard message example

⭕ Hello, thank you for calling Bob Smith of IT services at South Derbyshire District Council. I am sorry I am unable to take your call. Please leave a message and I will get back to you as soon as possible. Alternatively, please email it.helpdesk@southderbyshire.gov.uk. Thank you for your call.

Planned leave message example

⭕ Hello, thank you for calling Bob Smith of IT services at South Derbyshire District Council. I will be away from my desk until Monday 5 June 2023. If your call is of an urgent nature, please contact the IT Service desk on 01283 595705 or email it.helpdesk@southderbyshire.gov.uk. Thank you for your call.

Individual email inbox guidelines

➡ Please ensure your emails are courteous and written in **Plain English**.

➡ Ensure your email is formatted in line with corporate guidelines, including the correct font and email footer. View our **email style guide** on Connect. Ensure your email footer is included on both internal and external emails.

➡ When setting up your email footer only include contact details you are readily available on. For example, if you work flexibly and do not have a softphone, please only include the details of your works mobile and email address. Alternatively include a team telephone number or service email address.

➡ Before going on **planned leave**, or if you will be away from your email for up to or more than one day, please ensure your 'out of office' is on. When you set your 'out of office' on Outlook it also automatically applies it to Teams.

Please follow the corporate 'out of office' format:

Thank you for your email.

I am currently (out of the office/working on site) until (insert date) and will respond to you on my return.

If you need urgent support, please contact: (Include name and email address of relevant officer or central inbox)

Kind regards,

(Insert name and standard email footer)

➡ If you are on **sick leave** and can log on from home, please ensure your 'out of office' is on.

➡ If you are unsure when you will return from sick leave, please alter the corporate 'out of office' message to: 'Please accept my apologies as I am currently unavailable. If you need urgent support …'

➡ If a colleague goes on **prolonged sick leave** (2 plus days), is unable to log on from home, and their 'out of office' is not on, please speak to your Head of Service and ask them to liaise with IT to action this.

Service email inbox guidelines

⮕ If your service area processes a large number of emails from customers (internal or external), we recommend you set up service inboxes with an auto-reply – for example **customer.services@southderbyshire.gov.uk**

⮕ If you are unsure how to set up a service inbox or an auto-reply, please liaise with IT. Please ensure that service inboxes can be accessed by more than one member of the team.

⮕ If your team has a service inbox we recommend you establish a service level agreement (SLA) that covers the main query types the inbox will receive – see page 7.

⮕ Please ensure the SLA is included in the auto-reply email that the inbox sends to all customers.

⮕ Please plan annual leave across your team to ensure the service inbox is continually supported and continuity of service to customers is maintained.

⮕ If the service inbox will be unattended for more than 2 days (for example over Christmas), please update the auto-reply to let customers know how to get urgent support if they need it.

For example, the customer services auto-reply currently is:

Thank you for your enquiry to South Derbyshire District Council.

This auto-reply is an acknowledgement of the receipt of your email. The Council aims to open all email enquiries during each working day, and will aim to reply to you:

O within 10 working days (general enquiries)

O within 15 working days (council tax, business rates and benefits enquiries)

At busy times, we are sorry, but we may not always be able to meet the above timeframes, however we will work to get you a response as soon as we can and as close to the timeframes as possible.

Kind regards,

The customer services team

Service level agreements (SLAs)

➡ The purpose of a service level agreement (SLA) is to help set realistic and informed customer expectations, rather than to generate performance data that will be monitored and reported on externally.

➡ Depending on the service request type, SLAs can either detail how long it will take a team to respond to the customer, or how long it will take a team to process a request - for example 'we will aim to respond within 5 working days' or 'your application will be processed in 14 working days'.

➡ It is understood that in many areas daily monitoring of response times across the range of communication channels (phone, email, letter) is not currently technically possible.

➡ That said, as a manager of a service with an SLA in place, please monitor whether your service is meeting its SLA target(s), so auto-reply emails can be altered if response times change. In lieu of integrated systems, spot checks and mini audits can be a useful tool to check SLA target times are being met.

Long-term the Council aims to include service level agreements into integrated systems that inform customers and staff about the priority and target timeframes for requests, as well as keep track on how well the Council is responding and provide interim updates if target SLAs are missed or overdue.

➡ Ensuring all team members are aware of and try to work towards SLAs where possible is also vital. This will help to remind team members to contact customers if they are unable to meet SLA timeframes and to provide interim updates, where appropriate.

➡ For areas of high demand, or where complaints are prevalent, we recommend you speak to communications about publishing your SLA response times on the website. This will help to set customer expectations and assist with complaints. To do this, email **communications@southderbyshire.gov.uk**

Webform guidelines

If your service receives a number of customer enquiries through webforms, please follow these guidelines to ensure your customers receive a positive experience.

→ Please direct web forms into a service inbox, rather than to an individual's inbox. Please ensure that service inboxes can be accessed by more than one member of the team.

→ Please ensure auto-reply emails include an SLA so your customers know what to expect (see page 7).

→ Where an auto-reply email is already in place, please review this and include an SLA where appropriate.

→ Please also review each form introduction page on the website (**www.southderbyshire.gov.uk**) to consider including an SLA, so customers know how long it will take to receive a response before filling in a form.

→ Remember if your SLAs change you will need to review the auto-reply messages and form introduction pages to ensure they remain up to date.

→ For support changing and updating form introduction pages, please email **communications@southderbyshire.gov.uk**

Post guidelines

➡️ Please check the letter templates your team is using (including those stored in systems and rarely used) to ensure they contain up to date corporate branding and the **www.southderbyshire.gov.uk** web address. **Download the latest letter templates** from Connect.

➡️ If you work flexibly and send letters to customers, why not find out about **our ePod system** that allows you to send letters (using pre-defined templates or supplied PDFs) from your computer. These letters are printed and despatched by our partners PHD to the correct mailing standards. To find out more about ePod, email **customer.services@southderbyshire.gov.uk**

➡️ If you cannot send via ePod, please make sure you use barcoded window envelopes. You can collect these from the post room. Please always enclose a letter with a typed address that shows through the window. **Do not handwrite the address on the envelope or put a sticker over the window envelope.** This does not look professional and does not conform to the correct mailing standards.

➡️ If you are returning original documents to customers (for example birth certificates), please ensure you include a covering letter, so the customer knows who has returned their items to them, and who they belong to if the item gets lost. **Please return valuable items (such as passports) using recorded delivery.**

Please note, the **www.south-derbys.gov.uk** web address no longer works, so it is vital any references to this web address are changed.

How to serve customers well

We spoke to the customer services team who serve customers non-stop throughout the day. Here's their top tips on how to serve customer well.

These tips are not exhaustive but give a good guide about what to think about and how to act. These and many more will be covered in the mandatory Customer Care training courses that will be available to all staff from Summer 2023.

Follow the customer's lead

Address a customer in the same way they introduce themselves. For example, if they introduce themselves as Mr or Mrs Smith, follow suit. If they address themselves by their first name, do so too. Try to avoid sir or madam, as it is very formal and less friendly.

Smile, even when on the phone

It's amazing what difference smiling can make to how effectively you serve with a customer, even over the phone. Your voice accounts for 84% of your effectiveness on a phone but only 33% when face-to-face.

Make sure you are informed

Look at the system notes whilst on your call. This helps you look at the history of the customer's interaction with the Council, helps with giving updates and is a really good and easy way of dealing with customers. It also helps to reduce repeat calls and duplication of workloads.

Listen, be patient, and pay attention

Capture contact details and specifics on a notepad or straight into a system, so you can refer back to them at the end of the call. Doing so gives customers confidence and means if you are called away unexpectedly you won't forget vital information.

Give realistic timescales and don't over promise

10 DAYS

With regards to processing and response times, check service level agreements (SLAs) before giving customers an indication of how long things might take. Above all, don't give unrealistic timescales or overpromise. If you don't know what the SLA is, don't give one.

Always keep system notes up to date

Always update system notes – no matter if you think you are too busy. If you don't update system notes other members of your team and other teams won't be able to answer queries in future. This will lead to repeat calls, duplication of effort and customer frustration.

How to serve customers well

Don't be afraid to double check

If you are not sure you have heard or captured everything correctly on a call, don't be afraid to reconfirm details with the customer. It's better to ask again than end the call and think: 'did I take that information down correctly'?

Put yourself in a customer's shoes

Try to put yourself in a customer's position. If a customer is getting upset, think why that might be – are they at risk of losing their business or home? Putting yourself in their shoes does not necessarily mean you will change policies or processes to help them, but it will help you to empathise and support them as well as you can. When empathising, do not bring your own personal feelings/experiences into the discussion. Stay professional at all times.

Always think data protection

Ask the relevant security questions to confirm a customer's identity before giving out any confidential information.

If in doubt, it's perfectly ok to explain that you haven't been able to confirm their identity and ask them to confirm it another way, or to offer to post/email the information to their registered address.

Take extra care

Be patient and take time to understand what customers are saying, for example if English is not their first language or they are struggling to communicate clearly.

Be detailed, for example ask them to spell their name and address (use the phonetic alphabet if you can). Customers would much rather you ask them and get it right than try and muddle your way through the call and then issue documents with misspellings etc.

Correct system details

Check and update customer contact details within any of the systems you use. If you see contact details have changed please update them there and then. This helps keep the databases fresh and up to date.
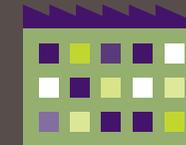
Don't forget that internal customers (your colleagues) are as important as external customers

Often times your colleagues may be contacting you for information they are providing to an external customer. Offer them the same timely service.

More ideas?

Be open and transparent

Avoid quoting the word policy as a quick easy fix to explain why the Council can't give a customer what they need. Avoid: "well according to our policy etc …'.

Try to explain the reason behind the policy to help the customer understand why the Council can't satisfy their request and offer alternatives where possible.

Take ownership

Make a customer feel you are taking ownership of their issue, even if you need to transfer them to a colleague. If you end up transferring the enquiry, ensure the customer knows who you are referring their query to, give out the direct dial number and email address of the team you are transferring them to. Send a detailed message.

Don't be afraid to explain again

If you have provided advice and you feel the customer may not have understood for whatever reason, ask them if they are ok with everything that has been explained to them. Don't be afraid to explain again, but make sure you don't come across as patronising. Say things like, "Was I clear enough? Do you want me to run through it once more?"
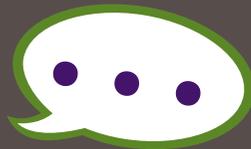
Support for customers with additional needs

Make yourself familiar with the services the Council offers for customers with additional needs – from the SignLive system that offers British Sign Language translation for customers, through to interpretation or translation services. If in doubt check out Connect for more information or don't be afraid to ask for advice: customer.services@southderbyshire.gov.uk

These tips are not exhaustive. These and many more will be covered in the Customer Care training sessions that will be rolled out to all staff from Summer 2023.

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	08 JUNE 2023	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN
MEMBERS' CONTACT POINT:	DEMOCRATIC SERVICES 01283 59 5722/5889	DOC:
SUBJECT:	COMMITTEE WORK PROGRAMME	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

1.1 That the Committee considers and approves the updated work programme.

2.0 Purpose of Report

2.1 The Committee is asked to consider the updated work programme.

3.0 Detail

3.1 Attached at Annexe 'A' is an updated work programme document. The Committee is asked to consider and review the content of this document.

4.0 Financial Implications

4.1 None arising directly from this report.

5.0 Background Papers

5.1 Work Programme.

Finance and Management Committee
Work Programme for the Municipal Year 2023/24

Work Programme Area	Date of Committee Meeting	Contact Officer (Contact details)
Corporate Plan 2020-24: Performance Report (2022-2023 Quarter 4 – (1 April to 31 March)	08 June 2023	Clare Booth Corporate Performance & Policy Officer (01283) 595788
Consultation of Customer Access Strategy 2023-2026	08 June 2023	Catherine Grimley Head of Customer Services 07979149583
Climate and Environmental Action Plan Review	05 October 2023	Matt Holford (Head of Environmental Services) Matt.holford@southderbyshire.gov.uk
Electric Recharge Infrastructure	05 October 2023	Matt Holford (Head of Environmental Services) Matt.holford@southderbyshire.gov.uk
Environmental Services Commercialisation Plan Review	23 November 2023	Matt Holford (Head of Environmental Services) Matt.holford@southderbyshire.gov.uk
Proposed Policy for Paying Market Supplements	TBC	Fiona Pittam (Head of Organisational Development & Performance) Fiona.pittam@southderbyshire.gov.uk